

**Meeting of:** Overview and Scrutiny Committee

**Time:** 6.30pm

**Date:** 25<sup>th</sup> September 2023

**Venue:** Council Chamber, The Business Centre, Futures Park, Bacup. OL13 0BB



**Supported by:** Carolyn Sharples, Committee and Member Services Manager, Tel: 01706 252422 or email [carolynsharples@rossendalebc.gov.uk](mailto:carolynsharples@rossendalebc.gov.uk)

**The meeting will also be live streamed at the following link:**

<https://www.youtube.com/channel/UCrLsMDOP7AYxik5pNP0gTIA/streams>

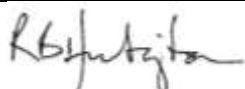
ITEM		Lead Member/Contact Officer
<b>A.</b>	<b>BUSINESS MATTERS</b>	
<b>A1.</b>	<b>Apologies for Absence</b>	
<b>A2.</b>	To approve and sign as a correct record the Minutes of the Overview and Scrutiny Meeting held on 12 <sup>th</sup> June 2023.	
<b>A3.</b>	<p><b>Declarations of Interest</b> Members are advised to contact the Monitoring Officer in advance of the meeting to seek advice on interest issues if necessary.</p> <p>Members are requested to indicate at this stage, any items on the agenda in which they intend to declare an interest. Members are reminded that, in accordance with the Local Government Act 2000 and the Council's Code of Conduct, they must declare the nature of any personal interest and, if the interest is prejudicial, withdraw from the meeting during consideration of the item.</p>	<p>Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a></p>
<b>A4.</b>	<p><b>Urgent Items of Business</b> To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.</p>	
<b>B.</b>	<b>COMMUNITY ENGAGEMENT</b>	
<b>B1.</b>	<p><b>Question Time</b> Members of the public and councillors wanting to speak must be in attendance to participate.</p>	<p>Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a></p>
<b>C.</b>	<b>CHAIR'S UPDATE</b>	
<b>C1.</b>	To receive any communications from the chair.	Councillor S.Barnes

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<b>D.</b>	<b>ORDINARY BUSINESS</b>	
<b>D1.</b>	Quarter 1 performance report and RIPA update – committee report	Clare Law, Head of People and Policy <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
<b>D2.</b>	Equality Report and Workforce Profile - report for comment	Clare Law, Head of People and Policy <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
<b>D3.</b>	Ombudsman’s Annual Letter Annual Council Complaints Review - report for comment	Clare Law, Head of People and Policy <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
<b>D4.</b>	Communications Strategy and Annual Action Plan - report for comment	Clare Law, Head of People and Policy <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
<b>D5.</b>	The Forward Plan	Carolyn Sharples, Committee and Member Services Manager <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>
<b>E.</b>	<b>EXCLUSION OF PUBLIC AND PRESS</b> To consider passing the appropriate resolution under Section 100 (A)(4) of the Local Government Act 1972 that the press and public be excluded from the meeting during consideration of the following items of business since they involve the likely disclosure of exempt information under Part 1 Paragraph 3 of Schedule 12A to the Local Government Act 1972.	
<b>E1.</b>	Rossendale Leisure Trust Business Plan Update	Samantha Sandford, Chief Executive, Rossendale Leisure Trust



**Rob Huntington**  
Chief Executive

**Date published:** 15<sup>th</sup> September 2023

**MINUTES OF: OVERVIEW AND SCRUTINY COMMITTEE**

**Date of Meeting:** 12<sup>th</sup> June 2023

**Present:** Councillor S Barnes (Chair)  
Councillors D. Ashworth, Coogan, Foxcroft, McMahon, Norton, and Rooke.

**In attendance:** David Smurthwaite, Director of Economic Development  
Clare Law, Head of People and Policy  
Carolyn Sharples, Committee and Member Services Manager

**Also Present:** 1 member of the public

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**1. Apologies for Absence**

Apologies for absence were submitted from Co-opted Member James Heaton.

**2. Minutes**

**Resolved:**

That the minutes of the meeting on 13<sup>th</sup> March 2023 be approved as a correct record.

**3. Declarations of Interest**

There were no declarations of interest.

**4. Urgent Items of Business**

There were no urgent items of business.

**5. Question Time**

There were no public questions.

**6. Chair's Update**

6.1 Since the last meeting, Cabinet had approved the refreshed Housing Benefit Overpayment Policy and the Housing Benefit Write-Off Policy as recommended by the committee.

6.2 The Chair reminded committee members of the workshop with senior officers on the 20<sup>th</sup> June and also the training being delivered by the Centre for Governance and Scrutiny on 21<sup>st</sup> June in the Council Chamber and encouraged all members of the committee to attend.

**ORDINARY BUSINESS**

**7. Quarter 4 Performance Management Report (January, February & March) 2022/23**

7.1 The Head of people and Policy, Clare Law, introduced the Quarter 4 performance report.

7.2 In response to members' questions the following clarification was given:

- A lot of work was being done in relation to temporary accommodation for homeless. Two properties had been purchased with another two identified as potential properties.
- People were currently being accommodated in Rochdale Bed and Breakfast accommodation until the Council could develop its own solution.
- The Red/Amber/Green (RAG) status for minor planning applications was green and not amber as there was a 5% tolerance applied on RAG ratings.

- All targets were currently undergoing review and revision to ensure they were realistic and relevant.
- Corporate Management Team reviewed targets annually in addition to challenging the contents of each quarterly report before coming to the Overview and Scrutiny meeting.
- In relation to refuse, new software was being introduced to help with monitoring and help identify locations and reduce duplication of work.
- The new Head of Operations had been liaising with other authorities regarding their key performance indicators to look at what others were doing.
- The commercial target needed to be an income generation target.
- Operation Trident had a set procedure. If there was no identification evidence the rubbish would be collected there and then, otherwise it would be called in for enforcement to investigate. There had been a significant number of prosecutions and Free Press notices were released to highlight the good work. The re-opening of the Haslingden recycling centre may have a future positive impact on fly tipping.
- The criteria for applying RAG ratings was included in the report and the risk matrix was included in the Risk Management Strategy. The Chief Finance Officer was currently reviewing and revising the definition of risk.
- Meetings were held with relevant departments and partner organisations to debrief on lessons learned, particularly following significant events to make improvements for future incidents. Business Continuity Plans were in place for each service area, and higher level emergencies went through Emergency Planning and/or the Lancashire Resilience Forum for a Lancashire wide response and also included Blue Light Services and the Environment Agency.
- There was also an internal Programme Board that monitored projects where project sponsors and managers would provide a quarterly update on key milestones for all the corporate projects.
- The new report would focus on outcomes rather than actions and would aim to provide the best way of reporting without overloading with too much information.
- Some milestones had been reviewed and amended mid-year e.g. Rawtenstall car parks and Waterfoot Action Plan.
- The enforcement contractors had pulled out and the Head of the Public Protection Unit (PPU) was working with other local authorities to get another contractor in place.
- An audit had been done on how we communicate and web sites and social media sites were being reviewed, however the Climate Change Network Facebook group had not been included, so this would be followed up. An exercise was also being done to put boundaries and processes in place for managers. Work also needed to be done on identifying target audiences.
- The external communications contract was reviewed annually and covered press enquiries, reputational damage, high level risk and key communications. In addition to this, there was an apprentice focussing on social media and internal communications. The communications apprentice was pulling together a strategy for the year as well as the internal communications plan.

It was agreed to follow up on following:

- In relation to households in temporary accommodation it was agreed to find out how long people were in temporary homeless accommodation and also the turnover, such as how many were presented and how many had gone into accommodation compared with how many were waiting to move on.
- Information on the number of homeless people as a result of domestic abuse, health and mental health problems would be provided confidentially to the committee.

- To share the numbers for fly tipping.
- To share the risk strategy with the committee.
- To provide information to show evidence of the recycling pilot working when compared with the rest of the borough.
- To look at the monitoring and ownership of the Climate Change Network Facebook group.
- To find out why the payment of invoices had suddenly turned to red RAG status.
- To provide an update on the enforcement contract.
- To provide a list of Council social media pages/groups.

**Resolved:**

1. The Overview and Scrutiny Committee noted the update and requested a follow up on the actions identified.
2. To bring the Communications Plan to the committee with the channels of communication identified, the process for communications, and how it fits in with the external organisation and how it marries together with the Communications Plan.
3. To let Overview and Scrutiny have sight of the new quarterly report before the September meeting to enable the committee to ensure there are clear markers for milestones on corporate projects and to better assist the Council in setting realistic targets.

**8. Housing Benefit War Pension and Armed Forces Disregard Policy**

8.1 Committee members considered the policy.

8.2 In response to members' questions the following clarification was given:

- This was a new policy that the Council needed to have and it was consistent with other authorities.
- It was a good policy and would benefit those in receipt of housing benefits along with a war pension or war widow's pension.

**Resolved:**

The committee recommended Cabinet to agree the policy as detailed in the report.

**9. Overview and Scrutiny Annual Report and Work Programme**

9.1 Committee members considered the Annual Report and Work Programme.

**Resolved:**

The Annual Report and Work Programme was noted and recommended to Full Council for approval.

**10. The Forward Plan**

10.1 Members were updated on the Forward Plan and Overview and Scrutiny Work Programme for July. Members were encouraged to submit their questions in advance of the meeting in relation to items on the next agenda.

**Resolved:**

The Forward Plan and Overview and Scrutiny Work Programme items were noted.

**(The meeting commenced at 6.30pm and concluded at 8.05pm)**

Signed.....  
(Chair)

Date .....

<b>Subject:</b>	Quarter 1 Performance Management Report (April, May and June) 2023	<b>Status:</b>	For Publication
<b>Report to:</b>	Overview and Scrutiny	<b>Date:</b>	25 <sup>th</sup> September 2023
<b>Report of:</b>	Head of People and Policy	<b>Lead Member:</b>	Environment and Corporate Services
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required: No	<b>Attached:</b>	No
<b>Biodiversity Impact Assessment:</b>	Required: No	<b>Attached:</b>	No
<b>Contact Officer:</b>	Clare Law	<b>Telephone:</b>	01706 252557
<b>Email:</b>	clarelaw@rossendalebc.gov.uk		

## 1. RECOMMENDATION(S)

- 1.1. That the Overview & Scrutiny Committee consider the performance of the Council detailed in this report.
- 1.2. That the Overview & Scrutiny Committee identify any actions they may wish to escalate to the Cabinet for further action.

## 2. EXECUTIVE SUMMARY

- The Quarter 1 (Q1) Performance Management Report relates to the Council's performance in relation to the Valley Plan 2021-25 – Our Place, Our Plan, during the months April, May and June 2023.
- The report provides an update in relation to the Council's performance measures, performance summary and actions for improvement, compliments and complaints and corporate risks.
- The report concludes 4 performance measures reported as 'red' and 2 corporate risks reported as 'red' on the RAG status.
- During Q1, the Council received 26 compliments, 29 complaints and 2 Local Government Ombudsman enquiries.

## 3. BACKGROUND

This report aims to summarise the Council's performance during Q1 2023/24 for the Overview and Scrutiny Committee. The Committee plays a strong role in scrutinising the Council's performance to highlight issues that may require further action.

The Performance Management Report was reviewed at the start of 2023/24, with significant changes made. The format and objectives of the report now focus on performance measures, performance summary and actions for improvement sitting under each priority of the Valley Plan 2021-25 – Our Place, Our Plan. The Council has reviewed its performance measures to clearly review the impact of the delivered actions to meet the Council's priorities.

The Council continues to use the Red, Amber, Green (RAG) rating status to monitor performance. An arrow rating status has been introduced to demonstrate the performance

trend in comparison to previous outturns. Where applicable, the report will provide a wider comparison to the 'National Local Authority' (NLA) average and the Council's comparable authorities - 'Family Group' (FG) average. The comparable information is drawn from the LG Inform Platform, which provides the most up to date and accessible information in relation to local authority performance measures.

The Q1 Performance Management Report is attached as Appendix 1.

#### 4. DETAILS


The Council's performance is assessed against the performance measures set at the beginning of the year, along with a performance summary update. The performance measures, performance summary and actions for improvement are referred to in more detail in the Q4 Performance Management Report, pages 3-13.

The below provides a summary of the performance measures reported under each priority.

Priority 1 – Performance Measures				Priority 2 – Performance Measures			
Red	Amber	Green	Unknown	Red	Amber	Green	Unknown
1	2	3	1	1	5	11	-
Priority 3 – Performance Measures				Priority 4 – Performance Measures			
Red	Amber	Green	Unknown	Red	Amber	Green	Unknown
1	3	8	-	1	6	15	2

#### Priority 1 – A Thriving Local Economy


The Council continues to successfully develop and deliver projects to develop Rossendale's town centres. The Council has successfully secured £17.8million funding to further enhance the vibrancy, attractiveness and footfall within towns. The Rossendale Works Programme will continue to develop the skills of unemployed residents through securing training and/or employment.

Performance Measure	Target	Q1	Q2	Q3	Q4	RAG
Engagements with the Visit Rossendale website	500	290	-	-	-	

To mitigate the above 'red' status, staff have received training on the back office system of the website to ensure changes can be made. This should ensure the website's information is up to date and accurate in hopes of increasing website traffic.

#### Priority 2 – A High Quality Environment


The Council is monitoring and evaluating service improvements to ensure the borough's environment is improved and maintained. Work has continued to tackle fly-tipping and improve the cleanliness of the borough, alongside the delivery of the Climate Change Strategy to reduce the Council's carbon footprint.

Performance Measure	Target	Q1	Q2	Q3	Q4	RAG
Household waste recycling rate	38%	34.6%	-	-	-	

The household recycling rate remains below target due to the availability of resources and collection methodology. Changes are required however, further guidance in relation to food waste and consistent collection is expected from central Government. Following the successful pilot of the 'Check before you Chuck' campaign, further roll out of the campaign will be undertaken across the borough with the aim of creating a gradual positive impact.

### **Priority 3 – Healthy and Proud Communities**


The Council adopted a Housing Strategy, 28<sup>th</sup> June 2023, to support Housing across the borough. This is supported by the number of planning approvals to deliver new and affordable homes. Working partnerships have developed to progress the delivery of the agreed Health and Wellbeing plan for Rossendale.

Performance Measure	Target	Q1	Q2	Q3	Q4	RAG
Processing of Disabled Facilities Grants - Application to Approval days (Stage 3)/Approval to Completion days (Stage 4)	110/80 days	139/182 days	-	-	-	





The processing of Disabled Facilities Grants is below target due to the increased complexity of cases and the time required to obtain approval and carry out the works. The Housing Team has increased the number of contractors and will review the Disabled Facilities Grant policy.

### **Priority 4 – Effective and Efficient Council**

The Council has developed its customer service standards and digital offer in order to improve services both internally and externally. To ensure the Council remains effective and efficient, income generation opportunities are explored and the Asset review has continued to review the different Wards. The Council has provided events, mental health awareness training and appraisals to re-inforce workforce development through the promotion of health, safety and wellbeing for all staff.

Performance Measure	Target	Q1	Q2	Q3	Q4	RAG
Percentage of staff who have completed an annual appraisal, cumulative figure.	100%	27%	-	-	-	

The percentage of staff who have completed an annual appraisal is below target due to the newly appointed senior officers across the Council. The completion of annual appraisals has been extended until the end of July, this will not have a detrimental impact on the agreement to training requests included in staff's Personal Development Plan.

Performance Measure	Target	Q1	Q2	Q3	Q4	RAG
Percentage of FOIs responded to within 20 days per quarter	95%	86.9%	-	-	-	
Percentage of complaints responded to within 10 working days per quarter	95%	79.3%	-	-	-	
Percentage of Member Enquiries responded to within 10 working days per quarter	95%	66.7%	-	-	-	
Percentage of MP Enquiries	95%	70%	-	-	-	



responded to within 10 working days per quarter						
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The response timeline to FOI's, complaints, Member enquires and MP enquiries is below target. The management of enquiries was passed to the Corporate Support team during May. The enquires response process is under review and will be continuously monitored to ensure the response timelines are improved, focusing on areas failing to provide a response within the outlined timeframe.

### **Compliments and Complaints**

Compliments and complaints are also referred to in the Q1 Performance Management Report, page 14.

The number of compliments has increased by 3 in Q1 when compared with the previous quarter, but is lower when compared to Q1 last year. Q1 continues to see the top nature of compliment as 'Staff member/Team'. Over Q1 compliments were received across a wide range of service areas including: Corporate Support, Economic Development, Legal & Democratic, Operations, People and Policy, PPU and Others.

	<b>Q1 2022/23</b>	<b>Q4 2022/23</b>	<b>Q1 2023/24</b>
Number of compliments	27	23	26
Highest nature of compliments	78% (21) Staff member/Team	74% (17) Staff member/Team	92% (24) Staff member/team
Highest Service Area with compliments	Operations - 18	Operations - 12	Operations - 11

The number of complaints received in Q1 has decreased by 2 when compared with the previous quarter, decreased when compared to Q1 last year.

	<b>Q1 2022/23</b>	<b>Q4 2022/23</b>	<b>Q1 2023/24</b>
<b>Number of complaints</b>	41	31	29
<b>Highest nature of complaints</b>	29% (12) – Bins/bin collection	26% (8) – Bins/bin collection 26% (8) – Council Tax charges/decision	21% (6) Bins/bin collection
<b>Highest Service Area of complaints</b>	Operations – 21	Capita – 12	Ops - 10

### **Local Government Ombudsman (LGO) Enquiries**

In Q1, 2 new enquiries were received from the LGO, concerning Council Tax and Planning. One was closed after initial enquiries with no further action and one enquiry will be carried over to Q2.

## Corporate Risk Register

The Council continues to review and monitor the Corporate Risk Register. 1 Corporate Risks were reported as 'red' on the RAG status during Q1.

Corporate Risk 1	Likelihood	Impact	Overall	Status
Sustainability of the Medium Term Financial Strategy (MTFS)	B	1	B1	

The 2022/23 outturn improved from the estimated position that was included in the February 2023 MTFS, this has slightly helped the reserve balances. However, if nothing else changes the Council is currently estimated to run out of reserves during 2026/27. Officers continue to investigate alternative delivery mechanisms and seek to maximise efficiencies and make savings wherever possible, although following the years of austerity the council has already suffered, opportunities for making savings without affecting service delivery are minimal. The Council is striving to maximise income opportunities where possible. Corporate Management Team are now reviewing the need for all vacant posts prior to recruitment and have introduced a freeze on non-essential expenditure. The Empty Homes scheme continues to have an adverse impact on the MTFS. Officers continue to monitor and manage the scheme closely.

Corporate Risk 1	Likelihood	Impact	Overall	Status
Financial Stability of Council Owned Leisure Assets	A	2	A2	

An external assessment has been carried out of the financial sustainability of council owned leisure assets by Grant Thornton, which has made a number of recommendations that were agreed by Full Council in May 2023. This is now a focus of action. A cross party working group has been established to monitor the delivery of the recommendations. One of the facilities has been closed – Whitworth Leisure Centre. Continued monitoring and associated action continues.

### 5. RISK

The Council's Corporate Risk Register continued to be monitored by the Corporate Management Team on a regular basis and is referred to within the Q1 Performance Management Report, pages 15-23.

### 6. FINANCE

Financial implications and risks arising are identified within this report.

### 7. LEGAL

There are no immediate legal considerations attached to the recommendations within this report.

### 8. POLICY AND EQUALITIES IMPLICATIONS

Effective performance management is very important to the Council, and the Council is committed to improving on an on-going basis how it operates and how it can improve the services it offers and delivers. In completing this report, consultation has been undertaken with the Corporate Management Team and Portfolio Holder for Resources.

### 9. REASON FOR DECISION

Monitoring of the Councils performance management will enable the Overview & Scrutiny Committee to identify any actions, projects, performance indicators or risks they may wish to escalate to the Cabinet for further action.

## Background Papers

Q1 Performance Management Report

Appendix 1

**VALLEY  
PLAN  
2021-25**



**PERFORMANCE  
MANAGEMENT REPORT**

**QUARTER 1 – 2023-24**

## Performance Management Report – Quarter 1 2023/24

Rossendale Borough Council (the Council) has four priorities within the Valley Plan 2021-25 – Our Place, Our Plan. These priorities represent the Council’s main aims to achieve the Council’s overarching vision.



This report captures the Council’s performance in relation to the outlined priorities and includes; Performance Measures, Performance Summary and Actions for Improvement, Compliments and Complaints and Corporate Risks. To deliver the outlined priorities, the Council revised the objectives within the Council’s annual action plan at the start of 2023/24. The information included within this report relates to Quarter 1 (Q1) 2023/24 – **April, May and June**.

A strong and robust approach to performance management and data quality processes will deliver a high quality service and drive service improvements. This report compiles information from the Council’s different service areas and ensures the information included is accurate, reliable and provided in a timely manner. The Council reviews its performance measures on an annual basis to ensure the targets are appropriate. A Red, Amber, and Green (RAG) rating status is used to monitor overall performance, and an arrow rating status has been introduced to demonstrate the performance trend in comparison to previous outturns.

To provide a clear understanding of how the Council is performing, the performance measures are split into Tier 1 and Tier 2 measures and where available will be compared to the ‘National Local Authority’ (NLA) average and the Council’s comparable authorities - ‘Family Group’ (FG) average. The comparable information is drawn directly from the LG Inform Platform (LGA- id), which provides the most up to date and accessible information in relation to local authority performance measures.

Performance RAG Rating Status		Performance Trend Status	
Indicator	Status	Indicator	Status
<b>GREEN</b>	On track, no substantial issues or risks which require action from the Council.		Performance has increased.
<b>AMBER</b>	Some issues or risks which require action from the Council.		Performance has decreased.
<b>RED</b>	Serious issues or risks needing urgent action.		Performance has continued with no increase or decrease / cannot be measured.
<b>ANNUAL/ UNKNOWN</b>	The status cannot be calculated.		







**Tier 1** – A set of high-level strategic measures and targets that constitute the Valley Plan 2021-25 – Our Place, Our Plan.

**Tier 2** – A set of performance measures and targets to address key priority areas of performance within Directorates/ Service Areas linked to the business planning process and the Valley Plan 2021-25 – Our Place, Our Plan.

## Priority 1 - A Thriving Local Economy

### Outcomes

- To support Bacup, Haslingden and Rawtenstall town centres as better places to provide their unique offers and a destination for local shoppers and visitors.
- To have secured inward investment in the borough creating a sustainable economy, matching local skills provision with future job and career opportunities.
- Having a thriving visitor economy which is more widely known with enhanced attractions and a much improved accommodation offer.

Performance Measures	2022-23 Outturn	Higher or Lower?	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
<b>Tier 1</b>									
Percentage of empty shops across the borough per annum, cumulative figure	New	Lower	14%	<b>19.5%</b>	-	-	-		N/A
Vibrancy of town centers rated highly per annum, reported during Q3	New	Higher	75%	-	-	-	-	N/A	N/A
Productivity of local businesses measured through the revenue generated by each employee per annum, cumulative figure (measured through ONS)	New	Higher	£54,500	<b>£45,685</b>	-	-	-		N/A
Number of people supported into employment, education and training through the Rossendale Works Programme per annum, cumulative figure	66	Higher	60	<b>19</b>	-	-	-		N/A
Reduce the unemployment rate (claimant count aged 16-64) quarterly figure (LGA – id:5472)	4%	Lower	3%	<b>3.8%</b>	-	-	-		<b>4<sup>TH</sup> QUARTILE</b> FG – <b>3.9%</b> (2023) NLA – <b>2.7%</b> (2023)
<b>Tier 2</b>									
Engagements with the Visit Rossendale website per quarter	New	Higher	500	<b>290</b>	-	-	-		N/A
Number of business support referrals per annum, cumulative figure	New	Higher	120	<b>71</b>	-	-	-		N/A

### Performance Summary

- Work throughout Q1 has continued to improve the appearance and attractiveness of Rossendale’s town centres. The percentage of vacant shops across the borough’s town centres is performing slightly above the national average percentage. Only 4% of Rawtenstall’s shops remain vacant, this significantly lower the national average. Focus is required to reduce the number of vacant shops in Bacup (15.4%), Haslingden (22.4%), and Waterfoot (34%).

- The Council has successfully secured £17.8million Capital Regeneration Programme BID Funding to improve the vibrancy of Rossendale’s town centres. This funding will deliver projects to develop Rawtenstall and Bacup. Architects have been procured to develop designs for the new Bacup market.
- The Bacup 2040 project is within its final year of delivery. Year 3 of the project has been successfully delivered, work has included the restoration of Bacup’s town centre heritage buildings. 1 building remains on the project and will be completed throughout the year. The public realm improvement works to Hempstead Memorial Garden have been completed and will be celebrated through a number of community engagements.
- Focused engagements have been delivered in Haslingden to re-engage residents, promote community cohesion and build capacity for community involvement. These events included Eid and Coronation celebrations. Preparation work has started the development of design for Haslingden Market, including public consultation and procurement of architects. Additional grant funding has been applied for to support the completion of Haslingden public realm work designed under the Shared Prosperity Funding.
- The Council has continued to develop the employability skills of residents and promote stability for businesses through provided support. The Rossendale Works Programme has successfully supported and developed local skills and employment opportunities, through the delivery of an employment fair attended by 180 residents and securing 10 jobs. Unemployed residents registered with the Rossendale Works Programme will be offered fully funded IT training to further develop their ‘skills for life’.
- The Council has actively worked with the Department of Working Pension to provide new start-up business advice to 24 universal credit claimants. Further work has supported the Lancashire Skills Pledge to become an Enterprise Advisor for Bacup and Rawtenstall Grammar School.
- A Business Support Programme has been developed to support businesses when developing their business plans to meet growth aspirations. Additional support has been provided to support businesses when applying for a carbon audit and reduction plan to lower energy cost and use.
- Work has continued to enhance the borough’s town centre offer and attractions. Stubblelee and Moorlands Park, Bacup has successfully retained the ‘Green Flag’ status and the Council has continued to work with Lancashire County Council to draft and develop a walking and cycling infrastructure plan.
- Vacant and derelict property owners have been offered free building maintenance workshops to promote building safety, resulting in 4 feasibility reports.
- An East Lancashire Railway business familiarisation trip has been organised with the aim of improving communications and working relationships between local businesses and the East Lancashire Railway Partners in order to establish support links and further promote attractions and businesses across the borough.
- The Council has increased social media activity to promote events and activities across the borough, including Pride of Rossendale Awards, This Here Festival, East Lancashire Railway 1940’s weekend and VE weekend at Haslingden Market.

## Actions for Improvement













- The Council will continue to deliver Regeneration Programmes across the borough to support and implement vibrancy, attractiveness and footfall within the towns, aiming to reduce the number of vacant shops across Rossendale.
- The borough's unemployment rate is currently in line with the 'Family Group' average comparison, but remains higher than the 'National Local Authority' average. Although below the 'National Local Authority' average, the performance trend is moving in a positive direction. The Rossendale Works Programme will continue to work with partners and local business to support unemployed residents into training and/or employment.
- The Council will continue to work with developers to increase the supply and quality of employment land.








## Priority 2 - A High Quality Environment

### Outcomes

- A high quality 'clean and green' local environment where people feel proud to live.
- Reduced our carbon footprint.
- Improved waste recycling rate across the borough.

Performance Indicator	2022-23 Outturn	Higher or Lower?	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
<b>Tier 1</b>									
Increase household waste recycling rate per quarter (LGA id: 46)	30.8%	Higher	38%	<b>34.6%</b>	-	-	-		N/A
Residual household waste collection rate per annum, cumulative figure (LGA id: 3412)	516.72kg	Lower	540kg per household	<b>118.5 kg</b>	-	-	-		N/A
Average removal time of fly-tipping per quarter	5 days	Lower	5 days	<b>4.67 days</b>	-	-	-		N/A
Initial investigation of fly-tipping per quarter	New	Lower	5 days	<b>3 days</b>	-	-	-		N/A
Initial investigation of abandoned vehicles per quarter	New	Lower	5 days	<b>2 days</b>	-	-	-		N/A
Initial investigation of trade waste issues per quarter	New	Lower	5 days	<b>4 days</b>	-	-	-		N/A
<b>Tier 2</b>									
Percentage of general waste bins collected as per schedule per quarter	99.88%	Higher	98%	<b>99.9%</b>	-	-	-		N/A
Percentage of trade waste bins collected as per schedule per quarter	99.19%	Higher	98%	<b>99.2%</b>	-	-	-		N/A
Percentage of public litter bins emptied as per schedule per quarter	99.1%	Higher	98%	<b>97%</b>	-	-	-		N/A
Install additional/replacement bin per annum, cumulative figure	47 bins	Higher	60 bins	<b>21 bins</b>	-	-	-		N/A
Percentage of main roads swept as per schedule per quarter	New	Higher	95%	<b>89%</b>	-	-	-		N/A
Percentage of side roads swept as per schedule per quarter	New	Higher	95%	<b>90%</b>	-	-	-		N/A

Percentage of amenity grass cut as per schedule per quarter	New	Higher	95%	<b>94%</b>	-	-	-		N/A
Percentage of park grass cut as per schedule per quarter	New	Higher	95%	<b>100%</b>	-	-	-		N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule per quarter	New	Higher	95%	<b>90%</b>	-	-	-		N/A
Percentage of play areas inspected as per schedule per quarter	New	Higher	80%	<b>100%</b>	-	-	-		N/A
Percentage of cemeteries inspected as per schedule per quarter	New	Higher	80%	<b>100%</b>	-	-	-		N/A

### Performance Summary

- The Council remains persistent in improving the cleanliness of the borough. Operations and the Public Protection Unit have continued to work together to deliver Operation Trident to successfully manage and investigate service requests. During Q1, 32 fly-tipping reports were fully investigated, 22 commercial waste complaints and 17 accumulations of waste on land reports were dealt with. The Council has had 2 successful prosecutions within the Courts and has issued 28 Community Protection Warnings for offences including dog fouling, abandoned vehicles and incorrect disposal of waste.
- The Litter Bin Replacement Programme remains on track. During Q1, 21 new/replacement litter bins have been installed.
- New schedules have been introduced to support the amenity and parks grass cutting. The new schedules have been embedded and will provide consistency in relation to grass cutting and green space maintenance across the borough.
- Throughout Q1, the Council has progressed the delivery of the Climate Change Strategy in order to reduce the Council's carbon footprint. Carbon and energy audits have been completed for the main Council owned buildings and an electric staff pool car has replaced the previous petrol car.
- The Council has worked with partners, including Rossendale Valley Energy, Electricity North West and Centre for Energy Equality to identify the first pilot area, 20 homes, of a Net Zero Street in Bacup.
- Work continues to improve the waste recycling across the borough. Although the household recycling waste rate is performing below target, the rate has increased substantively from Q4 to Q1 highlighting improved performance.
- The Council has submitted an application for a National Recycling Award for the 'Check before you Chuck' campaign.












## Actions for Improvement


- The Council will continue to face challenges in relation to the borough's household waste recycling rate, improvements are not expected until changes to the collection arrangements can be made. The Council awaits further guidance for the food waste and consistent collection from central Government, following this an action plan can be developed with the aim of improving the borough's overall recycling rat.
- Work continues with Lancashire County Council to identify a site for a Waste Transfer solution for Rossendale.

## Priority 3 – Healthy and Proud Communities

### Outcomes

- To have delivered more new homes and a good mix of housing tenures.
- Improved the health of residents through access to better leisure facilities and health services.
- A more joined up approach to physical and mental wellbeing which is more rapidly reducing health inequalities.
- Residents share a sense of pride in their immediate community and the wider borough.

Performance Indicator	2022-23 Outturn	Higher or Lower?	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
<b>Tier 1</b>									
Reduce the number of homeless presentations requiring relief duty per annum, cumulative figure (2022/23 - 15% reduction)	13.5%	Lower	11.82%	<b>14.9%</b>	-	-	-		N/A
Deliver 'new homes' within the Local Plan per annum, cumulative figure	75	Higher	180	<b>32</b>	-	-	-		N/A
Deliver 'affordable new homes' within the Local Plan per annum, cumulative figure	60	Higher	25	<b>11</b>	-	-	-		N/A
Percentage of Disabled Facilities Grants completed within 12 months per quarter	New	Higher	95%	<b>96%</b>	-	-	-		N/A
Determine major planning applications within 13 weeks per quarter (LGA id: 17482)	N/A	Higher	60%	<b>N/A</b>	-	-	-		N/A FG – 85% (2022/23) NLA – 85% (2022/23)
Determine minor and other planning applications within 8 weeks per quarter (LGA id: 17487)	85%	Higher	75%	<b>92%</b>	-	-	-		<b>3<sup>RD</sup> QUARTILE</b> FG – 84% (2022/23) NLA – 83% (2022/23)
Initial response to housing complaints per quarter	New	Lower	5 days	<b>3 days</b>	-	-	-		N/A
Initial response to food hygiene complaints per quarter	New	Lower	10 days	<b>7 days</b>	-	-	-		N/A
Prevalence of overweight (including obesity) year 6 children per annum, cumulative figure	New	Lower	37%	<b>38.1%</b>	-	-	-		N/A
<b>Tier 2</b>									
Number of Disabled Facilities Grants awarded per annum, cumulative figure	74	Higher	80	<b>24</b>	-	-	-		N/A
Processing of Disabled Facilities Grants - Application to Approval days/Approval to Completion days per quarter	New	Lower	110/80 days	<b>139/182 days</b>	-	-	-		N/A

Number of Food Standards Agency food inspections per annum, cumulative figure	New	Higher	340	77	-	-	-		N/A
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### Performance Summary

- Work throughout Q1 has continued to deliver new homes and a good mix of housing tenures across the borough. The Council’s Housing Strategy was adopted at Full Council on 28<sup>th</sup> June 2023 and was officially launched at an event held at the Whitaker on 12<sup>th</sup> July 2023 with partner organisations. The Council has increased its temporary accommodation offer to 3 properties in order to support homeless people.
- Progress has been made towards the delivery of the new homes and affordable new homes, based on the number of planning approvals and sites being developed the Council is on track to reach the annual target.
- To support a joint approach to physical and mental wellbeing, the Council has refurbished the Tennis Courts at Stubbylee and Loveclough Park and a Skate Park has been installed at Stubbylee Park. A community asset feasibility study has been commissioned to review the borough’s assets to develop an improvement plan.
- A Big Mental Health Connect meeting was held at the Ashcroft to develop the working relations between community and voluntary organisations and statutory health partners to deliver the key priorities outlined within the Health and Wellbeing Plan.
- The first phase of the Household Support Fund 4 has been delivered through a partnership with Citizens Advice. The fund has provided £109k to vulnerable residents, including disabled people, care givers/leavers and couples, all on Council tax support, and an additional £70k to food groups. The Council has supported Ukraine guests through weekly support groups and has provided hosts with ‘welcome’ and ‘thankyou’ payments.
- To ensure the Council is able to improve the health of residents, a Health Board meeting was held on 30<sup>th</sup> June 2023 and extended its membership through securing representatives from Lancashire County Council and the Lancashire and South Cumbria NHS Foundation Trust. Actions following the meeting include to develop an action plan in order to deliver each priority. To support better health services across Rossendale.
- Work throughout Q1 has focused on creating a sense of pride in and around the borough. The Council supported both Civic Pride and Bacup pride groups in the preparation of the judging of the Britian in Bloom awards. The Masterplans for both Whitaker Park and Victoria Park have been drafted and published for consultation.











### Actions for Improvement

- To reduce the number of homeless presentations requiring relief, the Council has refreshed the triage process to be more responsive to individual circumstances. The Council will work with partners including, Citizens Advice and Together Housing to develop routes and avoid homelessness.
- The Council will continue to work with developers to deliver approved sites across the borough in order to deliver more new homes.

## Priority 4 – Effective and Efficient Council

### Outcome

- Provide good quality and responsive services embracing new technologies.
- Be a financially sustainable Council with a commercial outlook whilst always considering social value.
- Provide sound governance to enable key decisions and major projects to be progressed in an efficient and professional way.
- Have a skilled and happy workforce, where we are able to retain and attract good staff.

Performance Indicator	2022-23 Outturn	Higher or Lower?	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
<b>Tier 1</b>									
Time taken to process Housing Benefit new claims per quarter (LGA id: 299)	14.9 days	Lower	17 days	<b>16.8 days</b>	-	-	-		<b>1<sup>st</sup> QUARTILE</b> FG – 17 days (2022/23) NLA – 18 days (2022/23)
Time taken to process Housing Benefit change in circumstances per quarter (LGA id: 300)	2 days	Lower	4 days	<b>4 days</b>	-	-	-		<b>1<sup>st</sup> QUARTILE</b> FG – 3 days (2022/23) NLA – 3 days (2022/23)
Time taken to process Council Tax benefit new claims per quarter	14.3 days	Lower	15 days	<b>15.3 days</b>	-	-	-		N/A
Time taken to process Council Tax benefit change in circumstances per quarter	2.4 days	Lower	4 days	<b>3.4 days</b>	-	-	-		N/A
Payment of undisputed invoices within 30 days per quarter	85%	Higher	90%	<b>94%</b>	-	-	-		N/A
Number of Ombudsman Enquiries upheld per annum, cumulative figure	0	Lower	0	<b>0</b>	-	-	-		N/A
Number of departing employees in line with the national average, 15% per quarter	New	Lower	7 employees	<b>5</b>	-	-	-		N/A
Number of days lost due to sickness absence per full time equivalent employee per annum, cumulative figure	9.76 days	Lower	8 days	<b>2.34 days</b>	-	-	-		N/A
Percentage of staff who have completed an annual appraisal per annum, cumulative figure.	92.2%	Higher	100%	<b>27%</b>	-	-	-		N/A
Percentage of staff who have completed mandatory training per quarter	New	Higher	100%	<b>N/A</b>	-	-	-	N/A	N/A
RIDDOR reportable accidents and incidents per annum, cumulative figure	3	Lower	< 5	<b>2</b>	-	-	-		N/A

Tier 2									
Percentage of Council Tax collected per annum, cumulative figure (LGA id: 199)	New	Higher	96%	<b>28.21%</b>	-	-	-		<b>4<sup>th</sup> QUARTILE</b> FG – 96.81% (2022/23) NLA – 97.11% (2022/23)
Percentage of NNDR collected per annum, cumulative figure	New	Higher	98%	<b>28.51%</b>	-	-	-		N/A
Percentage of accurate processing of a Housing Benefit claim per annum, cumulative figure	New	Higher	95%	<b>94.67%</b>	-	-	-		N/A
Secured garden waste subscribers per annum, cumulative figure	7257	Higher	7000	<b>6938</b>	-	-	-		N/A
Secured commercial waste subscribers per annum, cumulative figure	430	Higher	440	<b>421</b>	-	-	-		N/A
Increase the number of electronic service request forms completed by residents by 15% per annum, reported in Q4	8250	Higher	9500	-	-	-	-	N/A	N/A
Distribute 12 positive new stories per quarter	New	Higher	12	<b>12</b>	-	-	-		N/A
Increase the number of LinkedIn followers by 4% per annum, cumulative figure	New	Higher	210	<b>287</b>	-	-	-		N/A
Percentage of FOIs responded to within 20 days per quarter	New	Higher	95%	<b>86.9%</b>	-	-	-		N/A
Percentage of complaints responded to within 10 working days per quarter	New	Higher	95%	<b>79.3%</b>	-	-	-		N/A
Percentage of Member Enquiries responded to within 10 working days per quarter	New	Higher	95%	<b>66.7%</b>	-	-	-		N/A
Percentage of MP Enquiries responded to within 10 working days per quarter	New	Higher	95%	<b>70%</b>	-	-	-		N/A
Number of Health and Safety reports received per annum, cumulative figure	99	Higher	90	<b>26</b>					N/A

### Performance Summary

- Work has continued to embrace new technologies in order to improve the Council’s customer service. During Q1, the Council has continued to develop the new Council website and has introduced additional security measures to detect and prevent cyber-attacks. The Council’s financial applications have been upgraded to the latest version.
- New Customer Service Standards have been developed and agreed. The standards include; an internal customer service charter, external customer service charter and customer service standards specific to each service area. The new standards will be published and rolled out to all staff.

- The Council continues to improve its financial stability through income generation opportunities. Income generated from garden waste and commercial waste services is on target to meet the annual subscription and income target.
- Further work has focused on the borough-wide Asset Review. Asset reviews have been successfully completed for Facit and Shawforth wards, resulting in 5 Wards being fully reviewed. 42 identified assets require a lease review to identify potential income. 38 new assets have been identified and will be assessed for potential use, sale and/or housing construction.
- During Q1, the Council facilitated a mental health awareness day for staff during Mental Health Awareness Week and 16 staff have received dementia training. The annual Staff Wellbeing Day was held on 21<sup>st</sup> June 2023 which included activities and information to increase wellbeing awareness and support 'The Five Ways to Wellbeing'.
- A further 3 Health and Wellbeing Champions have been recruited – totaling in 11 Champions.
- The Council's Appraisal Guidance has been refreshed and rolled out to all staff and managers prior to staff's annual appraisal.
- The Town Centre Caretakers, Corporate Safety and Emergency Planning Officer, Facilities Officer and Operations Service Manager have received Asbestos Awareness Training.

#### Actions for Improvement

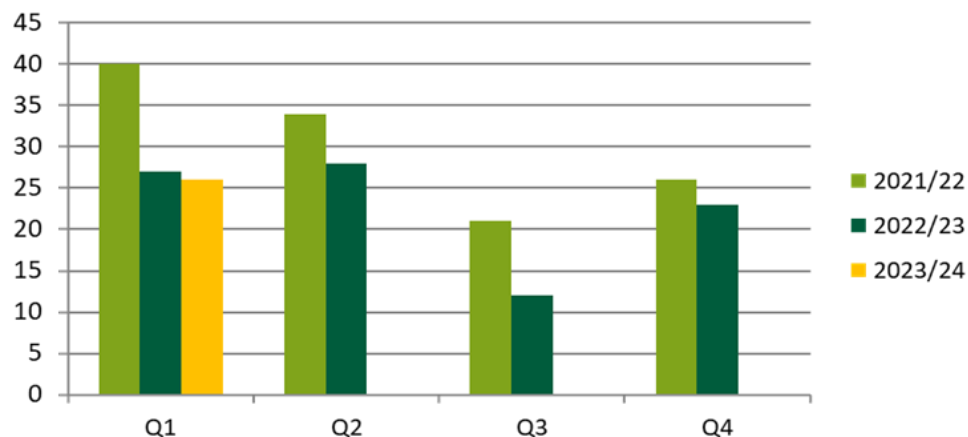
- Due to newly appointed senior officers across the Council, the completion of annual appraisals has been extended until the end of July, this will not have a detrimental impact on the agreement to training requests included in staff's Personal Development Plan.
- The target for number of days lost to sickness absence is cumulative, the number of days lost due to sickness is slightly above target of 2 days. Sickness absence is being tightly monitored by the HR Manager and managers, 2 employees on long-term absence have returned to work during Q1 which will have a significant impact on the sickness monitoring figures.
- The 2 RIDDOR reports made were reportable health conditions (Hand Arm Vibration Syndrome), which were diagnosed following proactive health surveillance and subsequent referral of personnel to Occupational Health. A significant amount of work has been undertaken to ensure that the systems for monitoring exposure to vibration from hand held tools is effective and accurate and that the exposure of all Operations staff remains within legal limits. Exposure of the affected employees has been carefully controlled to ensure that it remains below the limits advised by Occupational Health. Ongoing work is directed at progressively reducing vibration exposure to the lowest levels reasonably practicable.
- The response timeline to FOI's, complaints, Member enquires and MP enquiries is below target. The management of enquiries was passed to the Corporate Support team during May. The enquires response process is under review and will be continuously monitored to ensure the response timelines are improved, focusing on areas failing to provide a response within the outlined timeframe.



# Compliments and Complaints

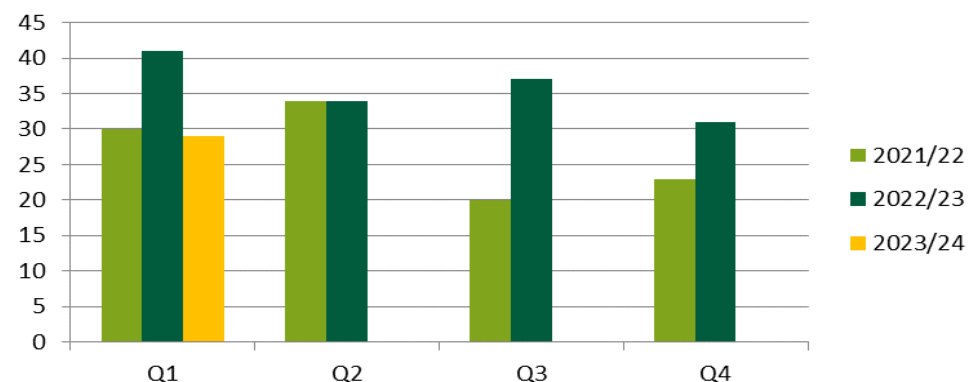
## Compliments

Compliment Trend	Q1	Q2	Q3	Q4
2021-23	40	34	21	26
2022-23	27	28	12	23
2023-24	26	-	-	-
Number of Compliments	Complaint Detail			
4	Action/response/communication			
1	Application processing			
1	Benefits processing			
6	Bin/bin collection			
3	Council Tax charges/decision			
1	Council policy/procedure			
4	Footpaths			
1	Grass cutting			
2	Staff member/team			
1	Housing/landlord			
1	Litter/debris/fly-tipping			
1	Property/land			
1	Recovery/payment of Council Tax			
2	Time taken			



## Complaints

Complaints Trend	Q1	Q2	Q3	Q4
2021-23	30	34	20	23
2022-23	41	34	37	31
2023-24	29	-	-	-
Number of Compliments	Complaint Detail			
1	Bin/bin collection			
1	Other			
26	Staff member/team			



## Ombudsman Enquiry

Ombudsman Enquiry	Q1	Q2	Q3	Q4
2021-23	0	3	2	1
2022-23	2	3	0	0
2023-24	2	-	-	-

During Q1 the Council received 2 Ombudsman enquiries. One has been closed after initial enquiries with no further action, and the other is still open and will be carried out within Q2. It is noted that the Council is not always notified of all enquiries/decisions by the Ombudsman. The above takes into account only those enquiries that the Council has been notified of.

## Corporate Risk Register

Risk 1 – Sustainability of the Medium Term Financial Strategy			Responsible Officer - Karen Spencer	
<b>Description</b>				
The Council's latest Medium Term Financial Strategy (MTFS) update published February 2022 indicates an underlying funding gap of c£600k per annum from 2023/24 onwards. The council must take appropriate action in order to balance its annual expenditure against its available annual income and other revenue resources. The council has a legal obligation to publish an annual balanced budget; this means its budget expenditure must equal its available income and any available reserves. Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore additional income must be identified or annual costs reduced in future years. The current cost of living crisis may also add to the pressure on the MTFS through pay award, utility costs, contract inflation and Council Tax/NNDR collection rates.				
<b>Risk Consequence</b>				
If the council is not able to prepare a balanced budget there would be legal ramifications, but it would ultimately impact on the level of services the council is able to deliver to Rossendale residents and would result in major reputational damage.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	B	2	B2	
<b>Mitigation</b>				
The MTFS does not indicate a significant narrowing of the gap in the next four years. New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the council will need to be challenged to become more effective.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	C	2	C2	
<b>Q1 Update</b>				
The 2022/23 outturn improved from the estimated position that was included in the February 2023 MTFS, this has slightly helped the reserve balances. However, if nothing else changes the Council is currently estimated to run out of reserves during 2026/27. Officers continue to investigate alternative delivery mechanisms and seek to maximise efficiencies and make savings wherever possible, although following the years of austerity the Council has already suffered, opportunities for making savings without affecting service delivery are minimal. The Council is striving to maximise income opportunities where possible. The Corporate Management Team are now reviewing the need for all vacant posts prior to recruitment and have introduced a freeze on non-essential expenditure. The Empty Homes scheme continues to have an adverse impact on the MTFS. Officers continue to monitor and manage the scheme closely.				
<b>Q1 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	B	1	B1	

## Risk 2 – Major Disaster affecting the Delivery of Council Services

Responsible Officer - Clare Law

### Description

The council has statutory duties under the Civil Contingencies Act (2004) and to carry out emergency planning and business continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the borough.

### Risk Consequence

Failure to have robust contingency plans in place could result in the failure to deliver council services, such as, the collection of residential and trade waste, burial services and payment of suppliers and benefits.

### Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
C	1	C1	

### Mitigation

A robust overall council Emergency and Business Continuity Plan is in place. Service continuity plans are updated and tested regularly through a quarterly Emergency Planning meeting. The plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the overall plan and their service plan and keep them under review. The council is a member of Lancashire County Council Local Resilience Forum (LRF). Officers attend meetings and undertake regular training exercises. The council plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.

### Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
C	2	C2	

### Q1 Update

The Council's Local Emergency Plan is undergoing a full review to ensure it is up to date, particularly in respect of senior personnel changes. Work has continued with Lancashire County Council Emergency Planning Team to update Rest Centre information and contacts. Emergency Planning Team meetings continue to be held quarterly. A robust system is in place for out of hours emergencies, including an on-call telephone rota of Senior Council Officers, out of hours arrangements with Capita and emergency arrangements with Lancashire County Council/Local Resilience Forum. The action plan following the testing of the Council's ICT business continuity arrangements in Q4 2022/23 is being implemented. The planned liaison meeting for the borough's only Control of Major Accident Hazards site was cancelled in June, due to another ongoing incident and will be rescheduled during Q2. Officers continued to attend LRF meetings, including those relating to flooding and terrorism.

### Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
C	2	C2	

### Risk 3 – Incident resulting in Death or Serious Injury or HSE Investigation

Responsible Officer - Clare Law

#### Description

Under the Health and Safety at Work Act (1974), the council has a duty of care towards the health, safety and wellbeing of its employees and others who may be affected by our work. In the event of a RIDDOR reportable accident, there is a risk of an HSE investigation and potential for a civil claim for damages.

#### Risk Consequence

Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	

#### Mitigation

A robust overall council Emergency and Business Continuity Plan is in place. Service continuity plans are updated and tested regularly through a quarterly Emergency Planning meeting. The plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the overall plan and their service plan and keep them under review. The council is a member of Lancashire County Council Local Resilience Forum (LRF). Officers attend meetings and undertake regular training exercises. The council plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	

#### Q1 Update

Work has continued to implement the Health and Safety Action Plan. Progress has been made in relation to wellbeing, with mental health awareness activities and the delivery of a staff wellbeing day for all staff and elected members. Work to progress health and safety risk management is behind schedule and is dependent on the corporate strategy being agreed. 26 health and safety reports were received during Q1. Two accidents have been reported to the Health and Safety Executive under RIDDOR requirements and no further contact has been received from Health and Safety Executive in respect of the two reported cases of Hand Arm Vibration Syndrome. Ongoing management of vibration in Operations is being monitored. The programme of workplace inspections for 2023/24 is ongoing and on target.

Q1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	

**Risk 4 – Changes to Government policy on the delivery of the Council’s services****Responsible Officer - Rob Huntington****Description**

Like all local authorities the council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.

**Risk Consequence**

The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.

**Initial risk assessment RAG status (without mitigation)**

Likelihood	Impact	Overall Risk	Status
E	2	E2	

**Mitigation**

The council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit (LGIU) policy briefings. The Chief Executive and Leader of the council meets regularly with our two MPs. The council’s Corporate Management Team monitor and assess government's position on funding to be distributed to local authorities and other Government announcements that impact funding.

**Risk assessment RAG status (after mitigation)**

Likelihood	Impact	Overall Risk	Status
E	2	E2	

**Q1 Update**

The Council continues to be a member of the Local Government Association and District Councils Network. The Chief Executive regularly attends the NW Chief Executive, and Lancashire Chief Executive meetings, both having representation from the LGA. Corporate Management Team weekly review recent policy announcements from government departments to determine any appropriate action required.

**Q1 risk assessment RAG status (current)**

Likelihood	Impact	Overall Risk	Status
E	2	E2	

## Risk 5 – Sustainable Workforce

Responsible Officer - Clare Law

### Description

There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.

### Risk Consequence

Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.

### Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
D	3	D3	

### Mitigation

The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework and Service Area Business Continuity Plans in place to mitigate any staffing challenges such as loss of staff due to the impact of an epidemic or pandemic. HR will work with managers to develop workforce succession planning. The council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free onsite parking, family friendly policies, discounted gym memberships and a cycle scheme to attract and retain staff.

### Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
E	3	E3	

### Q1 Update

Recruitment activity has reduced from Q4 and has remained relatively low throughout Q1, although key roles within the Operations Workshop have remained vacant. With the exception of the Director of Communities all senior roles are fully occupied.

Benchmarking has shown the overall sickness absence for 2022/23 is comparable to other East Lancs authorities. Sickness absence for Q1 is slightly higher than the performance measure's set target, due to 2 long term sickness absences within Operations. The main reason for sickness absence is other musculo-skeletal at 152 days, followed by 83 days due to stress, depression, anxiety, fatigue. Covid-19 related absence continues to remain low with 16 days lost.

### Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
D	3	D3	

## Risk 6 – Insufficient data and cyber security

Responsible Officer - Andrew Buckle

### Description

Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.

### Risk Consequence

Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as General Data Protection Regulation (GDPR), Payment Card Industry Data Security (PCI-DSS).

### Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
C	1	C1	

### Mitigation

To protect against a data breach the council, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. The council's Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. The council adopts a Risk Insight approach to determine the threat Landscape and more importantly its evolution. The council has received notification of meeting the Public Services Network (PSN) which means the councils' infrastructure met all the security requirements to allow connection to the PSN. A cyber security training is to be provided for all staff.

### Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
D	1	D1	

### Q1 Update

Rossendale have completed the Memorandum of Understanding (MOU) and compliance audit. The MOU details the required security standards and processes that have to be met in line with Department of Working Pensions requirements. As part of the MOU all user access to the data is being reviewed to determine if required. In addition, the password complexity and length has also been increased for all Revenue and Benefit accounts in conjunction with the adoption of multi factor authentication to access the systems remotely.

Rossendale have implemented the domain management service which sits in the Central Digital and Data Office and is part of the Cabinet Office. The service helps to secure public sector domains and protect them from cyber-attack and domain hijack. This reducing the risk of attack to services such as email, websites and digital services. In addition, vulnerability scanning has been completed for Rossendale external IP addresses.

### Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
D	1	D1	

## Risk 7 – Poor communications and public relations

Responsible Officer - Clare Law

### Description

Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide effective and efficient council services.

### Risk Consequence

Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating could lead to a major loss of reputation for the council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.

### Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
B	1	B1	

### Mitigation

Communication methods are in place to support face to face, mail or electronic communications with a developed website and social media channels to provide 24/7 communication service. The council has an experienced public relation and communications function to support council officers to deal with communications in a timely manner and promote the work of the council.

### Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
D	1	D1	

### Q1 Update

Viva PR has continued to deliver the agreed communications including updates to the Council's website and social media posts to residents, businesses and communities. A new Council Communications Strategy and Plan has been developed. Corporate Management Team receive a periodic update, which includes communications horizon scanning and potential risks. Viva PR has provided crisis communications work, guidance and advice during the Whitworth Leisure Centre closure announcements and has acted as a point of contact and buffer for the media. Press statements have been developed and a define stance has been taken when answering media questions. 12 positive press releases were issued resulting in over 100 pieces of media coverage. All of these pro-active positive releases help to promote the Council externally. The recycling 'Check Before You Chuck' campaign won a regional PR campaign award in the PRCA Public Sector category and has been submitted for the National Recycling Awards later this year.

### Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
E	1	E1	



## Risk 8 – Non – Delivery of Corporate Projects

Responsible Officer - Rob Huntington

### Description

The council has agreed the 11 corporate projects for 2022/2023 to support the delivery of Corporate Plan.

### Risk Consequence

Failure to deliver the corporate projects would have a detrimental impact on the delivery of the council's Corporate Plan 2021-25, and result in a reputational risk to the council's commitment to the residents. The failure to deliver the corporate projects could potentially have a negative impact on the council's revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.

### Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
C	2	C2	

### Mitigation

Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and Finance Officer. Each corporate project will have a robust project plan and live risk register. The Project Sponsor will be responsible for the strategic overview of the corporate project, and the Project Manager will be responsible for the day-to-day management of the corporate project. The council's Programme Board meets quarterly to review the progress of the corporate projects. The Project Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate project.

### Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
E	2	E2	

### Q1 Update

A revised programme to support the delivery of the Valley Plan 2021-25 – Our Place, Our Plan has been produced and agreed with the Corporate Management Team, with appropriate governance and programme sponsorship in place.

### Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
E	2	E2	

## Risk 9 – Financial Sustainability of Council Owned Leisure Assets

Responsible Officer – Rob Huntington

### Description

National lockdowns due to Covid-19 resulted in council owned leisure facilities closing for extended periods. During closure no income was received and outside of lockdown periods, income was significantly reduced. The cost of living crisis will have a significant negative impact on utility and salary costs for the Trust. This has impacted the financial sustainability of the Trust.

### Risk Consequence

If the council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the council. This financial impact was managed in 2021/22 through additional government grants and council support, however the real impact is likely to be felt in 2022/23.

### Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
A	2	A2	

### Mitigation

A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact have been implemented. Senior council officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a Covid-19 specific Sport England Fund has been received though this is limited in its amount and did not cover retrospective losses. Constant monitoring of future business plans and work in partnership to maximise income and reduce costs continues.

### Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
A	2	A2	

### Q1 Update

An external assessment has been carried out of the financial sustainability of council owned leisure assets by Grant Thornton, which has made a number of recommendations that were agreed by Full Council in May 2023. This is now a focus of action. A cross party working group has been established to monitor the delivery of the recommendations. One of the facilities has been closed – Whitworth Leisure Centre. Continued monitoring and associated action continues.

### Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
A	2	A2	

<b>Subject:</b>	Annual Equality Workforce Profile 2022/2023	<b>Status:</b>	For Publication
<b>Report to:</b>	Overview and Scrutiny Committee	<b>Date:</b>	25 <sup>th</sup> September 2023
<b>Report of:</b>	Head of People and Policy	<b>Portfolio Holder:</b>	Environment and Corporate Services
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Clare Law	<b>Telephone:</b>	01706 252457
<b>Email:</b>	clarelaw@rossendalebc.gov.uk		

## 1. RECOMMENDATION(S)

- 1.1 That Overview and Scrutiny considers the content of the Council's Annual Equality Workforce Profile for 2022/23 attached at Appendix 1, and agree any specific actions or issues that need to be taken forward arising from the content of the report.
- 1.2 That Overview and Scrutiny continues to monitor the Council's progress on equality and sufficient publication of equality information in line with current legislative and best practice requirements to ensure that the Council is operating fairly and equitably.

## 2. EXECUTIVE SUMMARY

- The Annual Equality Workforce Profile covers April 2022 to March 2023.
- The report provides an annual summary of the profile of the workforce by its protected characteristics as defined under the Equality Act 2010 compared where possible to the 2021 Census (not all the information is currently available on the ONS website from the 2021 Census)

## 3. BACKGROUND

- 3.1 Rossendale Borough Council is committed to ensuring that it is operating fairly and equitably in both its employment practices and service delivery, in line with, current legislation and codes of practice.
- 3.2 The Public Sector Equality Duty requires the Council is to publish equality information on at least an annual basis.
- 3.3 The Councils Equality Policy was reviewed in 2021 and outlines how equality, diversity and inclusion for all staff and communities in Rossendale will be supported.

## 4. DETAILS

- 4.1 The Annual Equality Workforce Profile 2022-23 set out in Appendix 1 presents the Council's key workforce equality data.

Elected Member monitoring information is not included in this report, however it is available from Member Services on request.

4.2 Due to the Council's size, much of the data we actively collect in relation to our workforce relates to small numbers of people. The data we collect is monitored, wherever possible, against the Rossendale profile, this is based on the 2021 Census, not all 2021 Census information has been published to the ONS website. However, the Council is committed to work towards achieving a workforce that reflects the Rossendale profile and develop an organisation that champions a diverse workforce.

Although Equality Impact Assessments are not a legal requirement, the Council has embedded an Equality Impact Assessment process to assess the impact of our policies, practices and decision making on equality. Using good quality information and analysis can help identify practical steps to mitigate or eliminate any negative impacts or discrimination within the Council's policy development and decision making processes.

The Council has undertaken a number of public consultation exercises on community base projects including the Haslingden Market consultation.

Equality Impact Assessments are published with the relevant Council or Committee reports.

From 2017, any organisation that employs 250 or more staff must publish and report specific figures about their gender pay gap. The Council do not meet the requirements to report the gender pay gap to HMRC. However, the Council can report it does not have a gender pay gap.

4.3 The Council's Equality Policy has been reviewed this year as part of the policy periodic review process and it is proposed the Council's equality objectives are:

- To enhance understanding of and promote equality and diversity at all levels within the Council.
- To have a diverse workforce that aims to be representative of the borough and to ensure that all staff are treated fairly.
- To assess, consult and evaluate the equality impact of our policies and decisions and to change where reasonably possible what we do to mitigate or eliminate any inequality.
- To ensure that our staff and Councillors engage and communicate with members of the community in an accessible and inclusive way.

4.4 The Council is committed to continue to work with our partners, residents, customers and communities to promote equality, diversity and inclusion, and to tackle discrimination and harassment regarding our employees, residents and service users in all operations of the organisation and services it provides.

## 5. RISK

5.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

Non-compliance with the Equality Act 2010 and associated Equality Duties. This includes potential legal challenge and possible associated financial and reputational costs if equality duties are not complied with.

Possible investigation by the Equality and Human Rights Commission if equality information published is not considered sufficient.

## 6. FINANCE

6.1 As noted in the report, the progress made in this area assists the Council in mitigating the risk of legal challenge and therefore the associated financial risks.

## 7. LEGAL

7.1 No additional comments to be made in relation to this report.

## 8. POLICY AND EQUALITIES IMPLICATIONS

8.1 The Equality Act 2010 requires the Council to have due regard in the exercising of its functions in relation to the three aims of the Equality Duty, for the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advanced equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

8.2 The amount of regard that is “due” is set out in the Act and will depend on the circumstances of the case. Under the general equality duty there is a requirement to engage with people with protected characteristics and to have an adequate evidence base for Council decision-making. The duty to inform, consult or involve requires that the Council must involve communities and those directly affected at the most appropriate and proportionate level in ‘routine functions, in addition to one-off decisions.’ The Council is required to consult representatives of a wide range of local people; this should include local voluntary and community organisations and small businesses in such consultation.

8.3 Consultation has been undertaken with the Council’s Corporate Management Team, Portfolio Holder and Member Equalities Champion in relation to Annual Equality Workforce Profile 2022/23.

## 9.0 REASON FOR DECISION

9.1 The Council continues to ensure it is working to achieve positive outcomes for its communities and has maintained strong and clear leadership on the importance of equality as a core part of Council business, reflected in its the decision making processes, progress and activity across the Council.

Background Papers	
Document	Place of Inspection
Annual Equality Workforce Profile 2022/23	Attached as Appendix 1



**Annual Equality  
Workforce Profile  
2022-23**

<b>Responsible Section/Team</b>	People & Policy	<b>Version/Status</b>	V1
<b>Responsible Author</b>	Head of People& Policy	<b>Date Agreed / Agreed At</b>	
<b>Date last Amended</b>	15/07/2023	<b>Due for review</b>	15/07/2024

## **1. Introduction**

The purpose of this report is to provide an annual summary of the profile of the workforce for Rossendale Borough Council (The Council) by its protected characteristics as defined under the Equality Act 2010.

## **2. The Equality Act 2010**

The Equality Act 2010 states that everyone has the right to be treated fairly and equally.

The Act places a general equality duty on all public sector organisations to have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act

The equality duty is supported by two main specific duties which require public bodies to:

- Set and publish equality objectives at least every four years
- Publish equality information at least annually.

### **2.1 Protected Characteristics (or protected groups)**

The Council aims to ensure that no one receives less favourable treatment for reasons relating to all recognised protected characteristics covered by the Act.

The protected characteristics covered by the Act are as follows:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual Orientation

### **2.2 Equality Impact Assessment**

The Public Sector Equality Duty contained in section 149 of the Equality Act 2010 requires public authorities to have due regard to a number of equality considerations when exercising their functions.

An equality impact assessment is an evidence-based approach designed to help organisations ensure that their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation.

## **2.3 Equality Objectives**

The Council recognises its statutory equality duties under legislation in terms of employment and service provision and is committed to meet them through its objectives set out in the Council's Equality Policy 2021:

- To enhance understanding of and promote equality and diversity at all levels within the Council.
- To have a diverse workforce that aims to be representative of the borough and to ensure that all staff are treated fairly.
- To assess, consult and evaluate the equality impact of our policies and decisions and to change where reasonably possible what we do to mitigate or eliminate any inequality.
- To ensure that our staff and councillors engage and communicate with members of the community in an accessible and inclusive way.
- To continue working with our partners, where appropriate, to reduce inequality in all of our communities.

## **3. Annual Equality Workforce Profile 2022-2023**

All public sector employers, including local authorities, have a statutory duty under the Act to publish the equality profile data it holds for its directly employed workforce at least annually to demonstrate compliance with the Public Sector Equality Duty.

This data underpins the Council's commitment to ensuring that its employment practices are free from discrimination and fulfil the core statutory duty placed on all public sector employers.

The workforce equality profile is based on headcount of the workforce as at 31<sup>st</sup> March 2023. Elected Member monitoring information is not included in this report, if required the information is available from Member Services.

The Council is committed to work towards achieving a workforce that reflects the community profile and develop an organisation that champions a diverse workforce.

This annual report provides information about the composition of the workforce, the people we have recruited, the use of discipline, grievance and other procedures and information about employees who leave the authority.

Census figures have been used for comparison where they have been available on the Office for National Statistics website.



## 4. Population

Between the last two censuses (held in 2011 and 2021), the population of Rossendale increased by 4.2%, from around 68,000 in 2011 to around 70,900 in 2021.

Analysis of our Workforce Profile data showed that 55% of staff live in the borough, 33% in BB4 postcode and 21% in OL13 postcode areas.

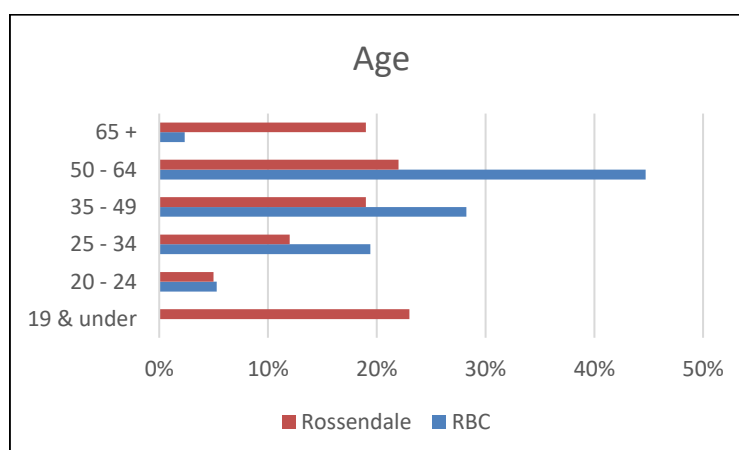
## 5. Workforce Profile

At 31<sup>st</sup> March 2023 the establishment was made up of 172 FTE posts, 10 of which were vacant. The Council employed 170 staff (162 full time equivalent). The headcount of 170 was made up of 150 full time, 18 part time employees and 2 casual employees. 159 employees are employed on permanent contracts, 9 employees are employed on temporary contracts and 2 employees are employed on a casual basis.

Employees are requested to complete a personal details and monitoring questionnaire on an annual basis.

### 5.1 Age

	RBC	Rossendale
19 & under	0%	23%
20 - 24	5%	5%
25 - 34	19%	12%
35 - 49	28%	19%
50 - 64	45%	22%
65 +	2%	19%



As at 31<sup>st</sup> March 2023 the largest age group employed by the Council was staff aged 50 to 64 at 45%, the 2021 Census confirms that the largest working age group within the borough is 50 to 64 years. The figure rises to 68% for all staff aged 40+. Compared to the figures for 2021-22 the percentage of staff employed 50+ has increased from 44% to 47% and staff employed aged 40+ has increased from 65% to 68%.

A total of 32.9% of the workforce are aged 55 or over. As more of the workforce moves into the 55 and over age range there is an increased importance on ensuring that in addition to retention initiatives to retain older workers, a robust succession planning mechanism is embedded to deliver business continuity and managers of the future.

The percentage of staff aged 19 to 24 has decreased from 8% to 5%.

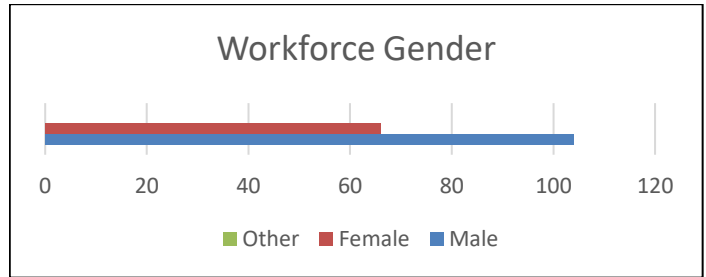
The Census figures for 19 and under for Rossendale includes 0-19 year olds, and the RBC figures for 19 and under includes 16-19 year olds, therefore not a direct comparison.

## 5.2 Gender

During the period 2022-23 the Council employed 61% males and 39% females indicating a slight change from figures in the 2021-22 report.

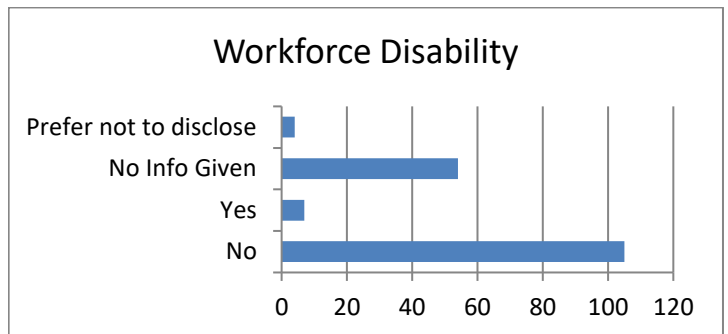
The personal details and monitoring questionnaire that was issued to staff for completion in 2022 allowed staff to self-identify their gender, that is, male, female or other.

	No.	%
<b>Male</b>	104	61%
<b>Female</b>	66	39%
<b>Other</b>	0	0%
	170	100%



## 5.3 Disability

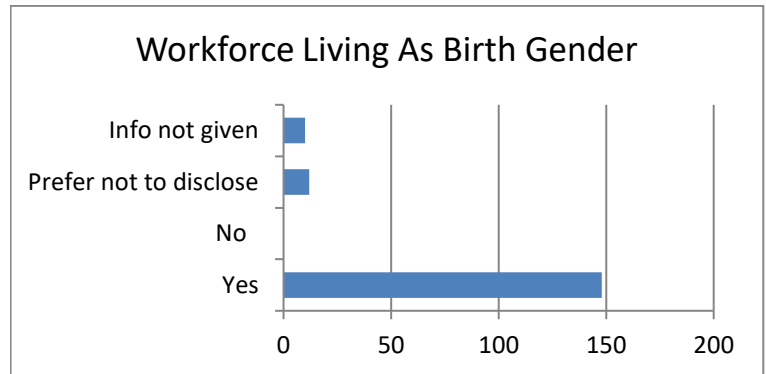
	No.	%
<b>No</b>	105	62%
<b>Yes</b>	7	4%
<b>No Info Given</b>	54	32%
<b>Prefer not to disclose</b>	4	2%
	170	100%



The data shows that 7 employees have declared a disability. In 2018 the Council gained the Disability Confident Employer (Level 2) accreditation by committing to inclusive and accessible recruitment, offering an interview to disabled people, providing reasonable adjustments and supporting existing employees with a disability. The Council was re-awarded the accreditation in February 2022.

## 5.4 Gender Reassignment (Employees living as birth gender)

	No.
<b>Yes</b>	148
<b>No</b>	0
<b>Prefer not to disclose</b>	12
<b>Info not given</b>	10
	170



## 5.5 Marriage and Civil Partnership

The Council does not record data on marriage and civil partnership relating to the workforce.

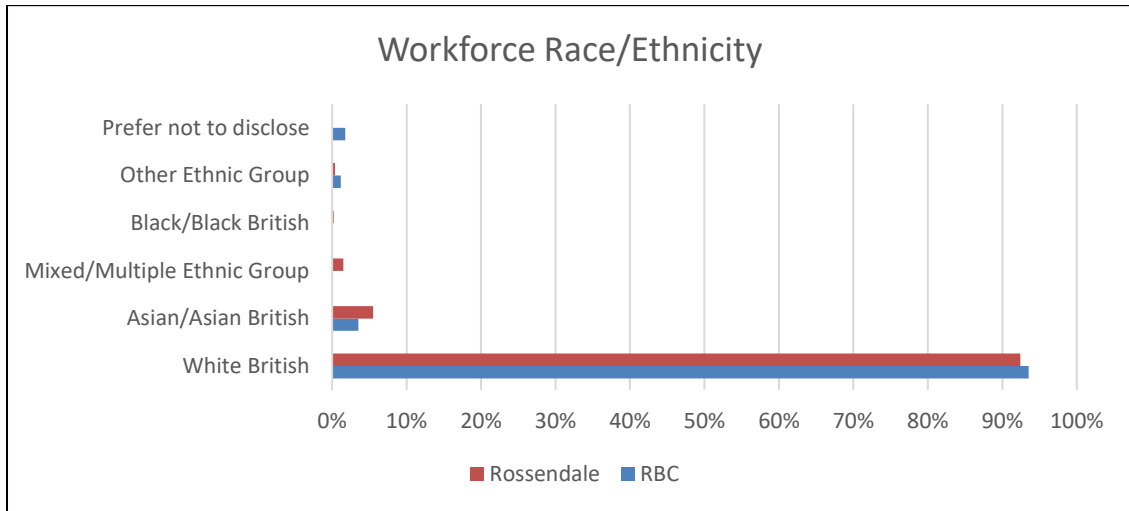
## 5.6 Pregnancy and Maternity

During the period 2022-23 two members of staff took maternity leave. As at 31<sup>st</sup> March 2023 one has returned back to work and one is still on maternity leave.

## 5.7 Race/Ethnicity

The percentage of non-white minorities in employment overall at RBC increased to 4.71% compared to 2.79 % 2021-22. The figure of 4.71% represents 8 members of staff. According to the latest 2021 Census the population in Rossendale indicates that 6% of Rossendale's total population were from minority ethnic communities.

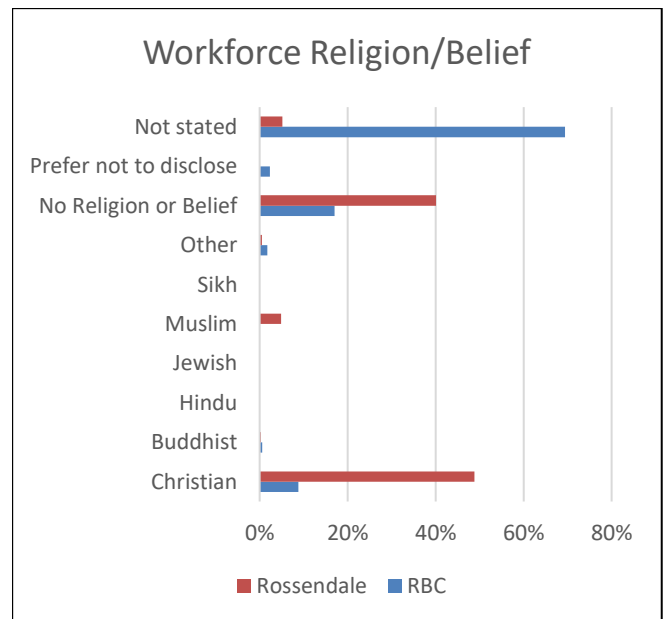
	RBC	Rossendale
<b>White British</b>	93.53%	92.40%
<b>Asian/Asian British</b>	3.53%	5.50%
<b>Mixed/Multiple Ethnic Group</b>	0.00%	1.50%
<b>Black/Black British</b>	0.00%	0.20%
<b>Other Ethnic Group</b>	1.18%	0.40%
<b>Prefer not to disclose</b>	1.76%	0.00%



### 5.8 Religion/Belief

Workforce records as at 31<sup>st</sup> March 2023 provided the results as shown in the table below, this has been compared to the figures of the Rossendale community (Census 2021).

	RBC	Rossendale
<b>Christian</b>	8.82%	48.80%
<b>Buddhist</b>	0.59%	0.30%
<b>Hindu</b>	0.00%	0.10%
<b>Jewish</b>	0.00%	0.10%
<b>Muslim</b>	0.00%	4.90%
<b>Sikh</b>	0.00%	0.00%
<b>Other</b>	1.76%	0.50%
<b>No Religion or Belief</b>	17.06%	40.10%
<b>Prefer not to disclose</b>	2.35%	0.00%
<b>Not stated</b>	69.41%	5.20%

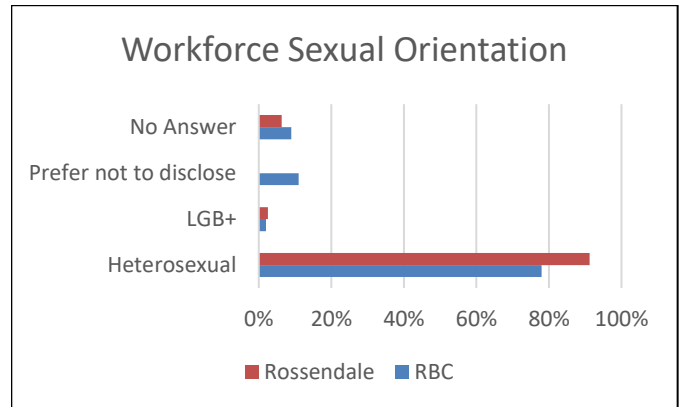


The Council is committed to the adoption of the International Holocaust Remembrance Alliance (IHRA) definition of anti-Semitism.

## 5.9 Sexual Orientation

Workforce records as at 31<sup>st</sup> March 2023 show the following information on sexual orientation.

	RBC	Rossendale
<b>Heterosexual</b>	78%	91%
<b>LGB+</b>	2%	3%
<b>Prefer not to disclose</b>	11%	0%
<b>No Answer</b>	9%	6%



The lesbian, gay, bisexual, transgender, queer (or sometimes questioning), and others community (LGBTQ+) were officially recognised in the 2021 Census for the first time in its 220 year history. The 2021 Census shows that in Rossendale 3% of people over the age of 16 identify as lesbian, gay, bisexual or other (LGB+)

## 5.10 Gender Pay Gap Reporting

From 2017, any organisation that has 250 or more employees must publish and report specific figures about their gender pay gap.

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings.

The Council do not meet the requirements to report the gender pay gap to HMRC however for the purpose of this report we have calculated as below:

Mean male hourly rate of pay     £15.04

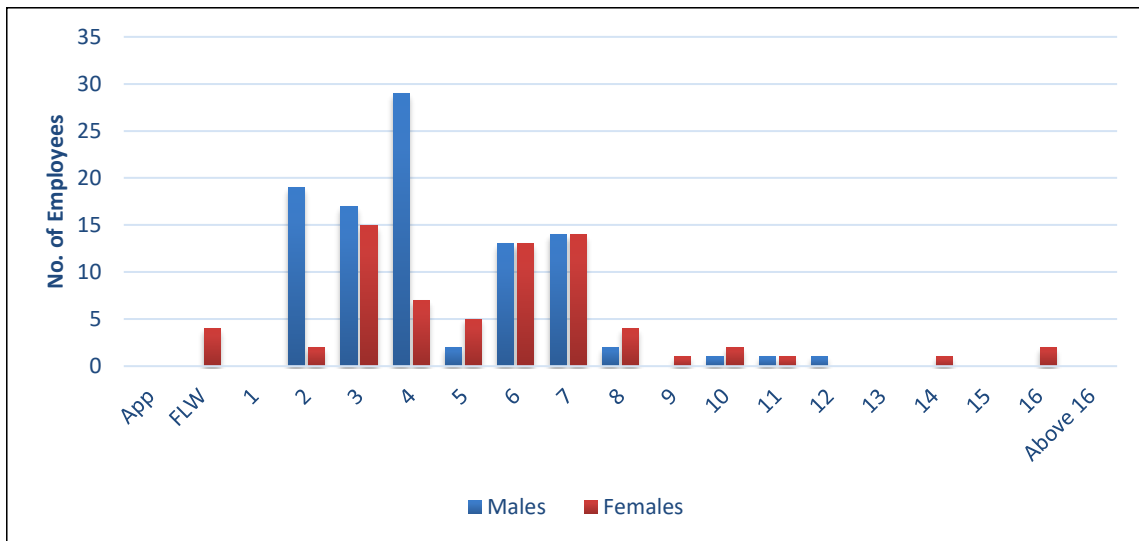
Mean female hourly rate of pay   £16.39

Overall mean hourly rate of pay   £14.78

## 5.11 Pay

Comparison of the distribution of male and female employees at each salary grade shows that men are highly over represented at grades 2 and 4. The roles of staff paid at Grade 2 and 4 are predominantly male orientated roles, such as Waste Operative and LGV Driver.

### Distribution of male and female employees at each salary grade



## 6. Workforce Disciplinary and Grievance Cases

The following tables show equality monitoring of any employee disciplinary and grievance cases that have been managed under the formal process of the Disciplinary Policy, Grievance Policy and Dignity at Work Incorporating Bullying and Harassment Policy.

### 6.1 Age

	No.
16-18	0
19-24	0
25-39	2
40-49	1
50-59	2
60+	0
	5

### 6.2 Gender

	Disciplinary	Harassment	Grievance
Male	4	0	1
Female	0	0	0
	4	0	1

### 6.3 Disability

	Disciplinary	Harassment	Grievance
Disabled	0	0	0
Not Disabled	4	0	1
	2	0	1

### 6.4 Race/Ethnicity

	Disciplinary	Harassment	Grievance
White	4	0	1
Non-whit Minorities	0	0	0
	4	0	1

### 6.5 Religion/Belief

	No.
No belief	3
Prefer not to disclose	2
	5

### 6.6 Sexual Orientation

	No.
Heterosexual	3
Prefer not to disclose	2
	5

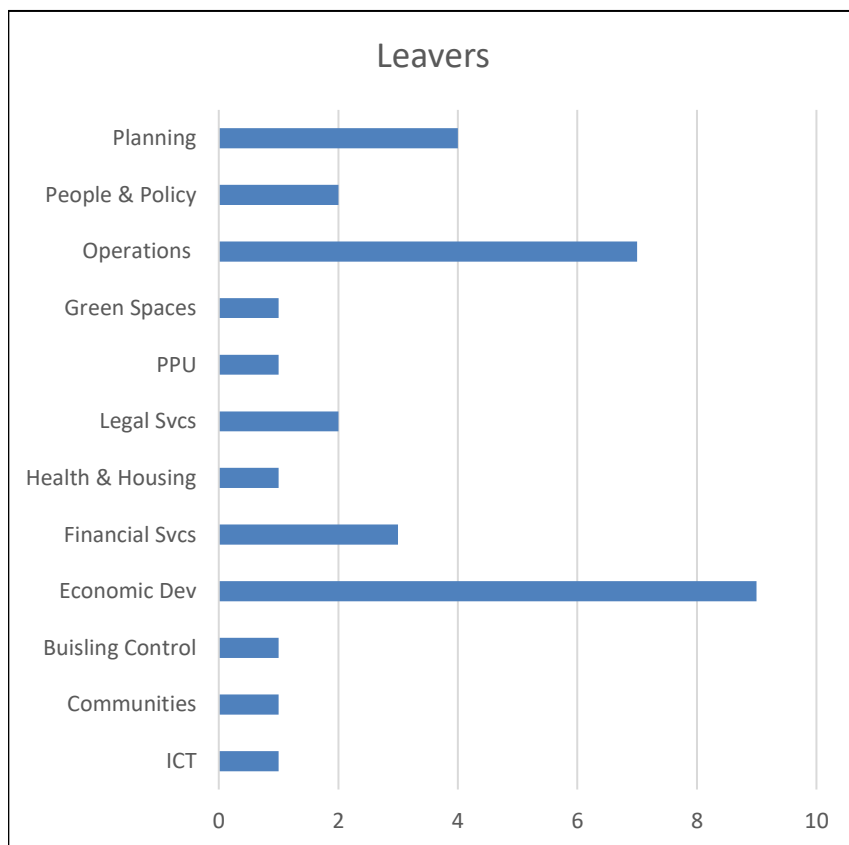
## 7. Leaving the Council

Chartered Institute of Personnel Development (CIPD) advises the average national turnover percentage to be 15%. The Council’s staff turnover for 2022-23 was 19% with 34 leavers overall.

Of the 34 leavers 8 were due to end of fixed term contracts, with these excluded the Council turnover would be 14%, slightly under the national average.

The following table breaks down the leavers by service.

Service	No. of Leavers
Chief Executive	1
ICT	1
Communities	1
Building Control	1
Economic Dev	9
Financial Svcs	3
Health & Housing	1
Legal Svcs	2
PPU	1
Green Spaces	1
Operations	7
People & Policy	2
Planning	4
	34



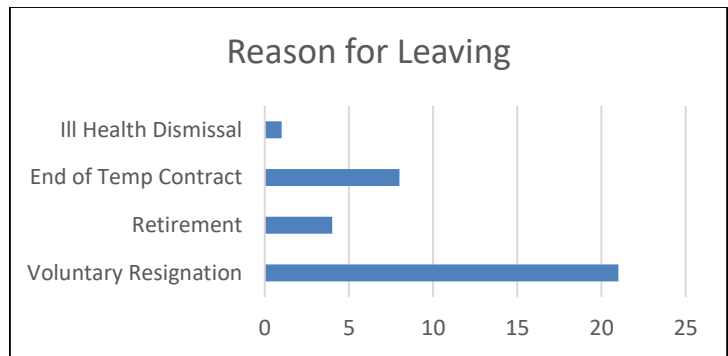


## 7.1 Reasons for Leaving

The percentage of leavers that voluntarily left or retired from the Council in 2022-23 was 73.52% (Retirement 4 staff, voluntary resignation 21 staff).

The Exit Interview process is currently being reviewed and updated to enable further analysis of reasons for leaving.

Reason For Leaving	No.
Voluntary Resignation	21
Retirement	4
End of Temp Contract	8
Ill Health Dismissal	1
	34

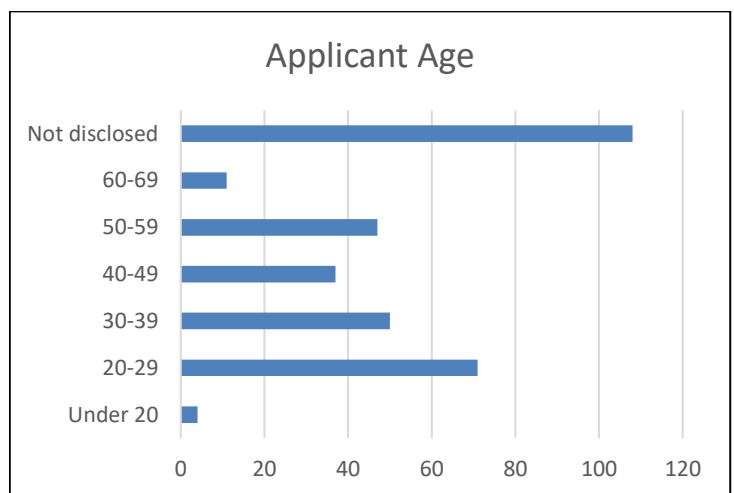


## 8. Job Applicants Profile

As part of the recruitment process equality monitoring of applicants is undertaken. It is not compulsory for applicants to disclose this information, however 86% of forms were returned.

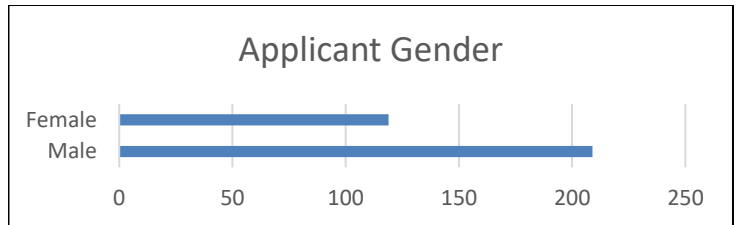
### 8.1 Age

	No.	%
<b>Under 20</b>	4	1%
<b>20-29</b>	71	22%
<b>30-39</b>	50	15%
<b>40-49</b>	37	11%
<b>50-59</b>	47	14%
<b>60-69</b>	11	3%
<b>Not disclosed</b>	108	33%
	328	100%



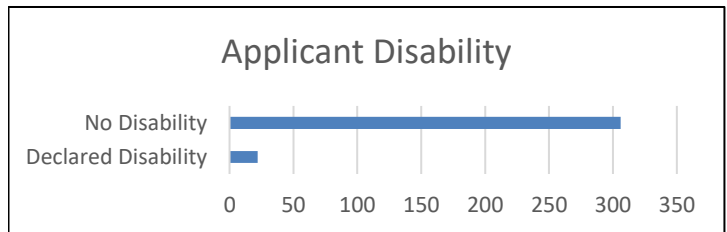
## 8.2 Gender

	No.	%
<b>Male</b>	209	64%
<b>Female</b>	119	36%
	328	100%



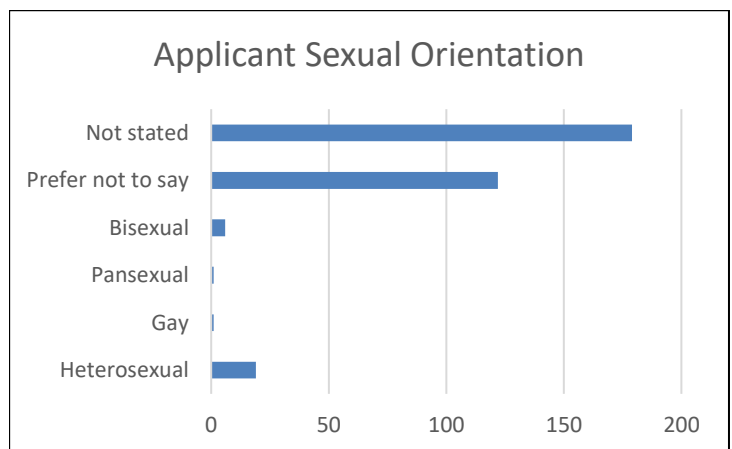
## 8.3 Disability

	No.	%
<b>Declared Disability</b>	22	7%
<b>No Disability</b>	306	93%
	328	100%



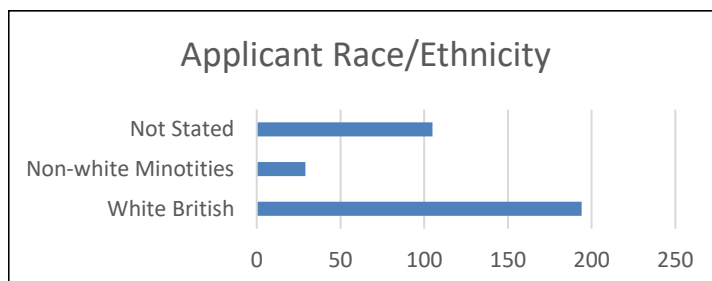
## 8.4 Sexual Orientation

	No.	%
<b>Heterosexual</b>	19	5.79%
<b>Gay</b>	1	0.30%
<b>Pansexual</b>	1	0.30%
<b>Bisexual</b>	6	1.83%
<b>Prefer not to say</b>	122	37.20%
<b>Not stated</b>	179	54.57%
	328	100%



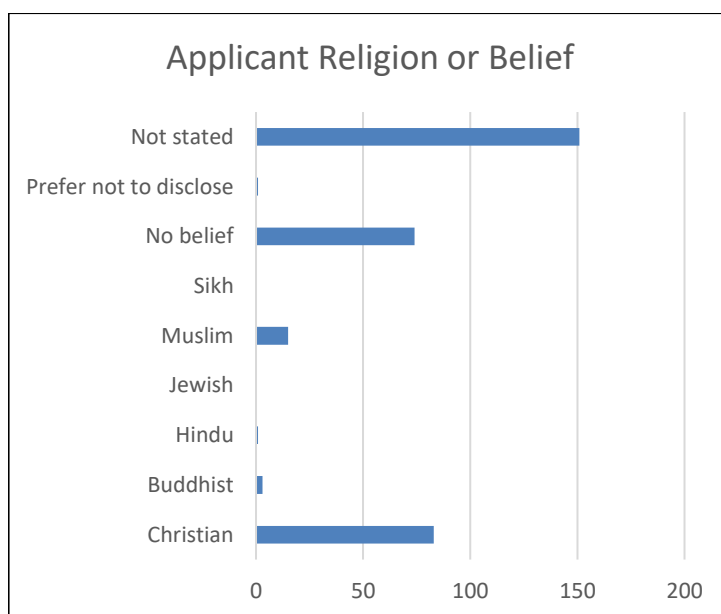
## 8.5 Race/Ethnicity

	No.	%
<b>White British</b>	194	59%
<b>Non-white Minorities</b>	29	9%
<b>Not Stated</b>	105	32%
	328	100%



## 8.6 Religion/Belief

	No.	%
<b>Christian</b>	83	25%
<b>Buddhist</b>	3	1%
<b>Hindu</b>	1	0%
<b>Jewish</b>	0	0%
<b>Muslim</b>	15	5%
<b>Sikh</b>	0	0%
<b>No belief</b>	74	23%
<b>Prefer not to disclose</b>	1	0%
<b>Not stated</b>	151	46%
	328	100%



## 9. Complaints about Discrimination

No complaints have been made against the Council or its staff on the grounds of prohibitive conduct (discrimination, harassment (including sexual harassment) and abuse of authority).

## **10. Trade Unions**

The Council works with Unison and GMB unions.

The Trade Union (Facility Time Publication Requirements) Regulations 2017 came into force on 1<sup>st</sup> April 2017, which put in place the provisions in the Trade Union Act 2016 requiring relevant public sector employers to publish specified information related to facility time provided to trade union officials.

This information is published on the Council's website.

## **11. Awareness Raising /Training & Development**

The Council recognise that it is critical for our staff to have the skills and knowledge to help eliminate unlawful discrimination, promote equal opportunities and value diversity. Staff are required to undertake periodic equality, diversity and inclusion training on an annual basis.

## **12. Engagement and Consultation**

The Equality Duty (section 149 of the Act) came into force on 5 April 2011 requiring the Council to have an adequate evidence base for its decision-making. Rossendale Borough Council engages and consults with local residents to help us understand more about how our policies affect (or will affect) the different groups who use our services. This information is used to inform and improve decision making throughout the Council. Examples of engagement and consultation during 2022-23 include online and face to face sessions in relation to the changes at Haslingden Market.

## **13. Hate crime / incidents and domestic abuse reporting**

Hate crimes and incidents can have a serious impact on victims and their quality of life and can damage community cohesion. The Council is committed to working with individuals, communities, health and law enforcement services in order to tackle incidents and crimes motivated by prejudice and hate. The Council is a member of Lancashire Hate Crime and Cohesion Partnership Group and also has a Hate Crime Action Plan.

The Council has invested Domestic Abuse funding from Lancashire County Council to develop an in-house domestic abuse housing service. This is delivered locally, and will continue to look at ways it can best support partner domestic abuse support services, in future. The Council is White Ribbon accredited.

## **14. Conclusion**

The Council is committed to delivering services based on the principles of fairness and equality. These principles underpin our core priorities in The Valley Plan – Our Plan, Our Place.

- Thriving Local Economy
- High Quality Environment
- Healthy and Proud Communities
- Effective and Efficient Council

These priorities are for the benefit of all of those who live, work and visit Rossendale and the Council will be unable to achieve these priorities if the services it provides are unfair or unequal.

The Council's Equality Policy was reviewed in 2021 and outlines how we will continue to promote equality, diversity and inclusion for our staff and communities in Rossendale.

The most current Workforce Profile Report is made available to Council employees through the Council's Intranet.

<b>Subject:</b>	Annual Council Feedback Review and Local Government Ombudsman (LGO) Enquiries	<b>Status:</b>	For Publication
<b>Report to:</b>	Overview and Scrutiny Committee	<b>Date:</b>	25 <sup>th</sup> September 2023
<b>Report of:</b>	Head of People and Policy	<b>Portfolio Holder:</b>	Environment and Corporate Services
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required: Yes/No	<b>Attached:</b>	Yes/No
<b>Biodiversity Impact Assessment:</b>	Required: Yes/No	<b>Attached:</b>	Yes/No
<b>Contact Officer:</b>	Diane Dungworth	<b>Telephone:</b>	01706 238638
<b>Email:</b>	<a href="mailto:dianedungworth@rossendalebc.gov.uk">dianedungworth@rossendalebc.gov.uk</a>		

## 1. RECOMMENDATION(S)

- 1.1 That Overview and Scrutiny Committee note the different types of feedback received by the Council, in addition to the Local Government Ombudsman (LGO) enquiries and complaints for the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023.
- 1.2 Overview and Scrutiny Committee is invited to comment on the report and provide feedback to Council's Corporate Management Team.

## 2. EXECUTIVE SUMMARY

- The report updates committee members on the following types of feedback for the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023:
  - Compliments
  - Formal complaints
  - Ombudsman enquiries and complaints
- There were 89 compliments with the highest number of compliments being about a staff member or a team.
- There were 142 formal complaints with the highest number being about bins or bin collections.
- There were 5 Ombudsman enquiries and 1 Ombudsman decisions.

## 3. BACKGROUND

The terms of reference of the Overview and Scrutiny committee require the committee to monitor complaint handling, monitor Ombudsman complaints as well the Council's performance.

## 4. DETAILS

- 4.1 Feedback made to the Council in the form of compliments and formal complaints (as well as Local Government Ombudsman enquiries) is a bi-monthly agenda item at Corporate Management Team meetings. Reports are provided to ensure managers are aware of any outstanding complaints that require action within their service area. Weekly reminders on all live complaints are also sent to the relevant officers and managers for action.

The Overview and Scrutiny Committee also receive regular updates through the Quarterly Performance Reports throughout the year.

Each year the Local Government Ombudsman details the number of enquiries and complaints received and the decisions made. The Ombudsman complaints and enquiries during 2022/2023 are detailed at sections 4.9 - 4.14 with further details in Appendix 1.

All the information included in this report should be considered in the context of the amount of contact the Council receives each year from its customers (via the One Stop Shop, telephone and website).

#### 4.2 **Compliments**

4.3 In the 2022/2023 period the Council received 89 compliments and a breakdown of the last 3 years' figures can be found below:

2020/2021	2021/2022	2022/2023
145	123	89

4.4 An analysis of the compliments for 2021/2022 can be found below:

<b>Compliment about:</b>	
Action/response/communication	2
Other	1
Bins/bin collection	6
Customer service	1
Quality of service	7
Staff member/team	72
<b>Total</b>	<b>89</b>

In relation to the two highest compliment categories a breakdown has been provided below.

#### **Quality of service:**

Operations - 7

#### **Staff member/team:**

Capita – 4

Corporate Support – 10

Housing - 2

Legal and Democratic Services (includes Elections and Land Charges) - 10

Operations - 40

People and Policy (includes Facilities) – 2

Planning – 3

Public Protection Unit (PPU) - 1

#### 4.5 **Formal Complaints**

The Council deals with a significant amount of contact on a daily basis and each department has their own system for dealing with customer contact. The majority of this contact is in relation to service requests, rather than formal complaints. Formal complaints are classed as

a serious expression of dissatisfaction and usually occur when a customer has reported something, but they are not happy with the response, the outcome or action.

Formal complaints received by the Council are recorded and responded to by the relevant department. Officers and managers are asked to deal with customer complaints within the customer service standard of 10 working days: this is classed as a stage 1 response. Where it is not possible to send a full response within 10 working days, a holding response is sent.

Once a complaint has been responded to, the customer has the opportunity to request a review if they are not satisfied with the response: this is classed as stage 2 of the complaints process. The stage 2 review will be undertaken by a Head of Service or Director. Once a stage 2 response has been sent, if the customer still does not feel they are satisfied with the response, they can take their complaint to the Local Government Ombudsman for consideration.

In the period 2022/2023, 142 formal complaints were received by the Council.

An analysis of the complaints over the last 3 years can be found below:

Complaint about:	2020/21		2021/22		2022/23	
	No. of complaints	% of total	No. of complaints	% of total	No. of complaints	% of total
Action/response/communication	24	15.38	13	12.04	20	14.1
Advice/information given	3	1.93	1	0.93	0	0
Anti-social behavior	0	0	0	0	2	1.41
Application processing	2	1.28	1	0.93	1	0.70
Bailiff charges/action	0	0	1	0.93	3	2.11
Benefits processing	3	1.93	3	2.77	6	4.23
Bins/bin collection	56	35.90	26	24.07	39	27.5
Council decision	4	2.56	5	4.63	3	2.11
Council policy/procedure	2	1.28	2	1.85	5	3.52
Council Tax charges/ decision	1	0.64	14	12.96	32	22.53
Customer service	0	0	0	0	1	0.70
Footpaths	0	0	1	0.93	0	0
Grant Funding	8	5.13	4	3.70	2	1.41
Grass cutting	2	1.28	1	0.93	1	0.70
Housing/landlord	1	0.64	0	0	1	0.70
Litter/ debris/ fly tipping	15	9.62	3	2.77	1	0.70
Noise nuisance	1	0.64	0	0	1	0.70
Other	5	3.21	6	5.56	0	0
Property/ land	6	3.85	4	3.70	5	3.52
Quality of service	4	2.56	7	6.48	5	3.52
Recovery/payment Council Tax	4	2.56	2	1.85	0	0
Staff member/ team	10	6.41	12	11.11	11	7.74
Time taken	2	1.28	1	0.93	1	0.70
Trees	2	1.28	1	0.93	0	0
Weeds	1	0.64	0	0	1	0.70
Flooding/Drainage	0	0	0	0	1	0.70
<b>Total</b>	<b>156</b>		<b>108</b>		<b>142</b>	



The areas of most complaint during 2022/23 were in relation to bins/bin collection and council tax charges/decision.

In relation to the 39 bins/bin collection complaints, these were all dealt with by Operations as follows:

- 15 issues with missed bin collections
- 2 missed assisted collections
- 6 relating to non-delivery of a new bin
- 5 bins not being returned to the correct location
- 2 issue with a bulky collection
- 3 Communications
- 1 Bins not emptied due to not be presented properly
- 2 Damage to wall and fencing
- 1 Blue bin on side – rubbish strewn everywhere
- 1 Not taking side waste
- 1 Brown bin issues

In relation to the 32 council tax charges/decision complaints, there were all dealt with by Capita as follows:

- 5 relating to Council Tax costs disputes or payment disputes
- 5 issues with a Council Tax refund or rebate
- 3 Council tax rebate/charges and lack of response
- 2 cost of Council Tax/ hardship
- 1 Confusion with Council Tax bills
- 1 Wrong address and issues with bailiffs
- 2 Council Tax recovery issues with money owed /debt on account
- 2 Council Tax - issues with collection and the debt management agent.
- 1 Council Tax Single Person Discount
- 2 issues with communications: letter wording/ conflicting and different bills received
- 1 Overpayment of council tax due to pension credit claim.
- 1 payment of second house council tax and recovery
- 2 Council Tax debt/outstanding payments
- 1 Business Rate Refund
- 1 Taking Council Tax debits too early
- 1 Liability Order
- 1 Refund of bailiff fees

#### 4.6 Learning and improvements

In relation to lessons learned and further improvements being made as a result of customer feedback, the following has been noted during the 2022/23 period:

- There were no general trends identified in council tax, non-domestic rates and benefits which required changes to procedure or process. To set the numbers in context, there were 118,000 statutory notices issued by the revenues team in 2022/23. The majority of complaints were not upheld.
- Collecting the Council Tax DD early, we have added extra checks into the process to ensure this doesn't happen again.
- We have taken on board the complaint about the lack of Household Support Funding available in the last round of HSF, and in the latest round we have written to all

residents in the borough who receive PIP and Council Tax Support asking them to apply directly to us for a payment of £200. This has now been paid to all of those that applied.

- As a result of customer feedback Property Services is current reviewing the Purchase, Lease, Rental of Council land process. This relates to the length of time taken from the date of the submission through to the customer receiving a decision.
- Following a compliment, further changes were made to the standard letters used for encroachments, particularly relating to the language used and wording of the letters.
- The Operations Team delivers services that impact the residents of Rossendale on a daily basis and occasionally things don't go to plan, these are rectified in a timely manner and the team review all complaints each month to ensure that they learn from them and continually modify systems and procedures to ensure maximise productivity. In the last year it has been identified that we have a risk of an in-house system that produces work for the majority of the teams and we are currently reviewing the options within the marketplace. Additionally there is an awareness of the importance of cleansing service and backfill roles when staff are absent due to leave or sickness.

4.7 During 2022/2023 the average number of working days taken to deal with complaints was 10 days, which is within the expected customer service standard of 10 working days.

4.8 Out of the 142 complaints received in 2022/2023, 126 cases were resolved at stage 1. There were 16 stage 2 reviews. Out of these 16 cases, 3 were subsequently referred on to the Ombudsman by the complainant.

#### 4.9 Local Government Ombudsman Enquiries and Complaints

The Local Government Ombudsman (LGO) provides an Annual Summary of complaints they have received against the Council each year. Members must note that the Ombudsman does not normally notify the Council of all contact (such as when advice is given, or if it is something at the pre-enquiry stage). In the majority of cases the Council finds out about a case once a decision has been made or if the Ombudsman requests additional information as part of the investigation.

The Ombudsman explains how they categorise complaints and enquiries below:

- **Invalid or incomplete.** We were not given enough information to consider the issue.
- **Advice given.** We provided early advice or explained where to go for the right help.
- **Referred back for local resolution.** We found the complaint was brought to us too early because the organisation involved was not given the chance to consider it first.
- **Closed after initial enquiries.** We assessed the complaint but decided against completing a full investigation. This might be because the law says we're not allowed to investigate it, or because it would not be an effective use of public funds if we did.
- **Upheld.** We completed a detailed investigation and found evidence of fault, or we found the organisation accepted fault early on.
- **Not upheld.** We completed a detailed investigation but did not find evidence of fault.

4.10 The Liaison Officer provides regular updates to the Service Manager on open investigations. When investigations are opened, regular updates are provided to the Monitoring Officer to discuss deadlines and any issues which may arise. A bi-monthly report is also provided to Corporate Management Team meetings for the Chief Executive, Directors and Heads of Service to monitor. Ombudsman complaints are also recorded on the Council's quarterly monitoring reports, which are scrutinised by the Overview and Scrutiny Committee.

4.11 During 2022/2023 the Ombudsman received 5 enquiries/complaints about this authority of which:

- 1 was referred back to the authority (to go through the Council complaints process). The Council is not aware of any referrals coming back through the complaints system, because the Ombudsman does not notify the authority of referrals. It is also up to the complainant to decide whether they wish to continue to pursue their complaint following receiving advice from the Ombudsman enquiry service.
- 3 were closed after initial enquiries because there was no injustice/service failure.
- 1 was investigated and has since been closed as detailed in section 4.12.

The Ombudsman made the Council aware of 4 of the 5 complaints they received in 2022/2023 (80%).

4.12 The Local Government Ombudsman made decisions on 6 complaints during 2022/2023 as detailed below:

- 1 was referred back to the authority (to go through the Council complaints process).
- 4 were closed after initial enquiries because there was no injustice/service failure (this figure includes one complaint carried over from 2021/2022).
- 1 complaint was investigated and was not upheld as the Council was not at fault.

The Ombudsman made the Council aware of 5 of the 6 decisions made in 2022/2023 (83%).

4.13 There was 1 investigation on which decisions were made in 2022/2023, relating to Planning and Development and this was not upheld following investigation.

The Ombudsman upholds complaints where fault is found in an organisations actions. They also uphold complaints where the organisation accepts fault before their involvement. There are no such cases for 2022/2023.

4.14 Comparisons with 2022/2023 Ombudsman complaints and enquiries are as follows:

<b>Ombudsman Complaints and Enquiries:</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Received	7	13	5
Decisions made	9	13	6

<b>Complaint received category:</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Benefits and Tax	2	5	2
Corporate and other services	1	2	0
Environmental Services & Public Protection & Regulation	4	2	1
Highways and Transport	0	1	0
Other	0	1	0
Planning & Development	0	2	2
<b>Total</b>	<b>7</b>	<b>13</b>	<b>5</b>

<b>Decisions made:</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Referred back for local resolution	2	5	1
Closed after initial enquiries	3	4	4
Incomplete/invalid	1	0	0
Advice given	0	1	0
Investigated: Upheld	2	3	0
Investigated: Non Upheld	1	0	1
<b>Total</b>	<b>9</b>	<b>13</b>	<b>6</b>

The Ombudsman has provided the information at Appendix 1 which shows the breakdown of complaints received and the decisions made. This additional information provides details concerning the number of cases and reference numbers, and assists the Council in matching up the cases that the Ombudsman has informed the Council of. The Council is appreciative of this information which enables the data to be analysed.

For 2022/2023 the Ombudsman has not made any recommendations for compliance therefore the Council's compliance is 0% as there are no recommendations to report on.

It is good to note that the number of enquires received and decisions issued by the Ombudsman remains low.

It is also good to note that no public interest reports were issued during this period and there are no upheld complaints, especially bearing in mind the amount of contact the Council has with its customers on an annual basis.

4.15 The Council welcomes customer feedback in order to make continuous improvements to its services. Services are also improved through reviewing formal complaints and identifying learning outcomes. Corporate Management Team regularly reviews this information in order to further develop and shape Council services.

4.16 It is important to consider these figures in the context of the number of contacts from customers and services delivered in any 12 month period. For example, over the last year:

- the Council has 32,592 Council Tax accounts, 2810 NNDR accounts and 5,219 benefit claimants.
- the Council received 79,028 telephone calls and 11,564 completed web forms in addition to other forms of contact.
- each year the Council provides 849, 279 domestic paper and cardboard collections, 849, 279 of domestic glass, tins, cans and plastic collections, 859,333 domestic general waste collections and 152, 760 domestic garden waste collections. The Council has 423 businesses that it collects their waste from, with 263 of those businesses having a separate recycling collection, the frequency of collection is to suit the customer and ranges from twice a week to fortnightly.
- during 2022/23 the Council completed 2708 bulky waste requests from customers and delivered/removed 5314 bins of which 3710 were for recycling.
- over 750 litter bins are emptied either twice a week or daily.
- the Council has attended 1051 reports of fly tipping.
- there is approx. 284 km of adopted road and 362 km of adopted footpaths and the main roads/footpaths are now swept every two weeks and the other roads/footpaths every 9 weeks. Towards the end of the autumn period there are also dedicated routes to deal with the leaf fall.
- Investigated 177 fly tipping incidents where some evidence found of possible offenders

- Issued 79 Fixed Penalty Notices for fly tipping and related offences
- Prosecuted 29 offenders for fly tipping offences resulting in fines and costs of over £13,500
- Dealt with 233 reports of abandoned vehicles

4.17 It is particularly pleasing to note the following:

- the low number of Ombudsman investigations during 2022/23.

## 5. RISK

All the issues raised and the recommendations in this report involve risk considerations as set out below:

- There is a risk of damage to the Council's reputation if complaints are not responded to in a timely manner. Complainants and the Ombudsman are kept up to date if there are extenuating circumstances, or if a complaint is so complex that it requires more time than usual to respond.
- Not monitoring complaints would create a risk of not learning from experiences. Complaints are regularly reviewed via Corporate Management Team and by service area managers.
- There is risk of financial penalty should the Ombudsman find maladministration against the Council.

## 6. FINANCE

The Council faces the risk of financial penalty should the Ombudsman find maladministration against the Council in any existing or future complaints. During the period 2022/2023 the Ombudsman did not award any penalties against the Council. The Council did however, make a £200 donation to charity as a goodwill gesture in response to a complaint resolution.

## 7. LEGAL

The legal implications have been included within the report. In addition to Ombudsman investigations, the Monitoring Officer has statutory responsibility to consider and, where necessary, investigate illegality, maladministration or statutory breaches which may, in turn, also be reported to the Council.

## 8. POLICY AND EQUALITIES IMPLICATIONS

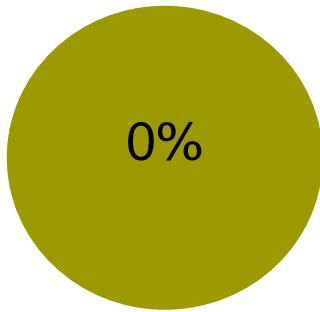
There are no policy or equalities implications.

## 9. REASON FOR DECISION

To monitor formal complaints and Ombudsman enquiries to enable the Council to make continuous improvements to its services.

Background Papers	
Document	Place of Inspection
2020/21 Report item D5:	<a href="https://www.rossendale.gov.uk/meetings/meeting/1275/overview_and_scrutiny_committee">https://www.rossendale.gov.uk/meetings/meeting/1275/overview_and_scrutiny_committee</a>
2021/22 Report item D4:	<a href="https://www.rossendale.gov.uk/meetings/meeting/1328/overview_and_scrutiny_committee">https://www.rossendale.gov.uk/meetings/meeting/1328/overview_and_scrutiny_committee</a>

### Complaints upheld



**0%** of complaints we investigated were upheld.

This compares to an average of **59%** in similar organisations.

**0**  
upheld decisions

Statistics are based on a total of **1** investigation for the period between 1 April 2022 to 31 March 2023

### Compliance with Ombudsman recommendations

No recommendations were due for compliance in this period

### Satisfactory remedy provided by the organisation

The Ombudsman did not uphold any detailed investigations during this period

<b>Reference</b>	<b>Authority</b>	<b>Category</b>	<b>Received</b>
22002059	Rossendale Borough Council	Planning & Development	10/06/2022
22004419	Rossendale Borough Council	Benefits & Tax	05/07/2022
22004706	Rossendale Borough Council	Planning & Development	07/07/2022
22006232	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	10/08/2022
22016898	Rossendale Borough Council	Benefits & Tax	13/03/2023

Reference	Authority	Category	Decided	Decision	Decision Reason	Remedy	Service improvement recommendations
21018360	Rossendale Borough Council	Planning & Development	06/04/2022	Closed after initial enquiries	Not warranted by alleged injustice		
22002059	Rossendale Borough Council	Planning & Development	18/10/2022	Not Upheld	no fault		
22004419	Rossendale Borough Council	Benefits & Tax	21/07/2022	Closed after initial enquiries	Not warranted by alleged fault		
22004706	Rossendale Borough Council	Planning & Development	20/07/2022	Closed after initial enquiries	Not warranted by alleged fault		
22006232	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	22/09/2022	Closed after initial enquiries	No worthwhile outcome achievable by investigation		
22016898	Rossendale Borough Council	Benefits & Tax	13/03/2023	Referred back for local resolution	Premature Decision - advice given		



Reference	Authority	Category	Decided	Remedy	Remedy Target Date	Remedy Achieved Date	Satisfaction with Compliance
No compliance data recorded during the period							

<b>Subject:</b>	Communications Strategy 2023-25	<b>Status:</b>	For Publication		
<b>Report to:</b>	Overview & Scrutiny	<b>Date:</b>	25 <sup>th</sup> September 2023		
<b>Report of:</b>	Head of People and Policy	<b>Lead Member:</b>	Environment and Corporate Services		
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/>	Special Urgency	<input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached:	No	
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached:	No	
<b>Contact Officer:</b>	Clare Law	<b>Telephone:</b>	01706 252547		
<b>Email:</b>	<a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>				

## 1. RECOMMENDATION

That Overview and Scrutiny Committee consider and provide their comments on the Council's Communications Strategy as set out in this report.

## 2. EXECUTIVE SUMMARY

- Communications has a vital role in delivering the Council Valley Plan 2021-25 – Our Place, Our Plan.
- The Council's Communications Strategy, and supporting Action Plan, will support and develop the Council's approach to communications.
- This strategy will support the Council's strategies by ensuring they are communicated to the relevant internal and external stakeholders in the most effective way.

## 3. BACKGROUND

- 3.1 The Council is required to communicate with stakeholders in the most effective and efficient way. A clear and defined Communication Strategy will support the Council to identify stakeholders, communicate effectively and build stronger relationships.
- 3.2 To promote a digital-first approach throughout the Council, the strategy will focus on improving the Council's existing communications, as well as supporting new and innovative methods of communication.
- 3.3 Identifying an outlined framework for communications and engagements will support the delivery of the Valley Plan 2021-25, Our Place, Our Plan. The strategy will cover the Council's aims, core principles, outcomes and priorities for effective communications. The Communication Strategy should be read alongside the Council Communications Action Plan.

## 4. DETAILS

- 4.1 The Council believes that good communication leads to better services, creates a stronger reputation and builds positive relationships with internal and external stakeholders including staff, councillors, residents, businesses, partners, community and voluntary groups.
- 4.2 The strategy aims to provide direction to the Council's communication activity, focusing on all stakeholders to deliver planned, co-ordinated and clear, communication in the most effective and efficient way.

4.3 The Communication Strategy combines both internal and external stakeholders to embed a simplistic, but effective, approach to communication across the Council. Aims within the strategy focus on embracing new technologies and modern communication approaches, whilst ensuring the needs of stakeholders remain at the forefront of communications.

4.4 The strategy has been rationalised to define a clear and consistent communication approach. The Council has identified five core themes to support and deliver the strategy; Engagement, Communication, Stakeholders, Feedback and Transparency. The identified core themes will feed into the delivery of the outcomes and priorities of the strategy.

**5. RISK**

There are no specific risk issues to be considered arising from this report.

**6. FINANCE**

There are no specific finance issues to be considered arising from this report.

**7. LEGAL**

There are no specific legal issues to be considered arising from this report.

**8. POLICY AND EQUALITIES IMPLICATIONS**

There are no specific policy and equalities implications to be considered arising from this report.

**9. REASON FOR DECISION**

A clear and defined Communication Strategy will support the Council in communicating to both internal and external stakeholders. Improving the Council's communication and engagement will support the delivery of the Valley Plan 2021-25 – Our Plan, Our Plan.

Background Papers	
Document	Place of Inspection
Communications Strategy	Appendix 1
Communication Action Plan	Appendix 2



# Communication Strategy 2023-25

Rosendale Borough Council (the Council) believes that good communication leads to better services, creates a stronger reputation and builds positive relationships with our stakeholders including staff, councillors, residents, businesses, partners, community and voluntary groups.

## THE COUNCIL'S VISION

To have a thriving economy built around our changing town centres, creating a quality environment for all and improving the life chances for all those living and working in the borough.

The strategy sets out how the Council will communicate with our stakeholders to support the delivery of the Council's Valley Plan – Our Place, Our Plan to ensure our vision, priorities and outcomes are clearly understood.

The aim of this Strategy is to provide direction to the Council's communication activity, focusing on both internal and external stakeholders to deliver planned, co-ordinated and clear, communication in the most effective and efficient way.

## Core Principles

Internal and external communications affect all aspects of our day-to day business and is the responsibility of everyone who works at the Council. The Council's communication should consistently reflect the Council's values – Pride, Passion and People and adhere to the Council's branding guidelines and customer service standards. The following core themes will support and deliver the Council's approach to communications:



**MAKING THE  
CONNECTION**

### ENGAGEMENT

Engage, listen and respond. Select different communication channels and offer a variety of options to allow stakeholders to provide their input to the Council's decision making process.

### COMMUNICATION

Communicate in a manner that work best for our stakeholders. Communicate clearly, providing relevant information regularly.

### STAKEHOLDERS

Recognise the need to tailor communications to include all stakeholders across the borough, reflecting their diverse needs and preferences. Collaborate with our stakeholders to work together effectively and achieve a positive outcome.

### FEEDBACK

Respond to enquiries in a timely manner and update information and documents as required. Ensure that all communications and engagements are effectively targeted and insight led.

### TRANSPARENCY

Clear, consistent and honest ensuring communication is free from jargon and easy to understand. Information and documents will be factual, accessible and transparent.

# Communication Outcomes and Priorities

KEEPING THE CONNECTION

Over recent years there has been a significant shift from traditional communication methods towards a greater use of digital and social media platforms to communicate with both internal and external stakeholders. Whilst digital communication is a quick and cost effective way of communicating with stakeholders, not everyone has the access or the skills to use digital and social media platforms, or prefers to use traditional methods. The Council must ensure that communication methods are user friendly and accessible to everyone.



## Outcomes to deliver this Strategy

Develop collaborative working relationships with all of our stakeholders.

Enhance a range of accessible communication tools to effectively engage stakeholders.

Be recognised as a respected and trusted Council providing effective and efficient services.

Meet the Council's digital first approach to customer contact.

## Priorities to deliver this Strategy

- Developing a communications function that effectively communicates with all our stakeholders to increase understanding of the Council's services and supports the delivery of the Council's Valley Plan – Our Place, Our Plan.
- Improving the use of internal communications to promote staff wellbeing, engagement and effective delivery of the Council's Valley Plan – Our Place. Our Plan.
- Building and maintaining the Council's identity and reputation with our stakeholders.
- Embedding two-way communications by engaging and consulting with our stakeholders to support the Council's decision making process.
- Developing robust communication plans to support the delivery of key campaigns and projects.

## Communications Strategy – Annual Action Plan 2023/2024

Key Priorities	Objectives	Accountable Officer	Completion date
Developing a communications function that effectively communicates with external stakeholders to increase understanding of the Council's services and support the delivery of the Council's Valley Plan – Our Place, Our Plan	Review the Council's current external communications channels and implement recommendations	Jac Jordan	Completed, ongoing
	Review, monitor and implement changes to develop the effectiveness of our current external communications channels	Jac Jordan	Q2, ongoing
	Develop community, voluntary and business contact database	Kaya Payne	Q2, ongoing
	Develop an annual communications calendar to promote local activities across the borough	Jac Jordan/ Kaya Payne	Completed, ongoing
	Review, monitor and implement changes to support media audience growth and reach	Jac Jordan/ Kaya Payne	Ongoing
	Review, monitor and implement new and emerging social media practices and new platforms	Jac Jordan/ Kaya Payne	Ongoing
Improving the use of internal communications to promote staff wellbeing, engagement and effective delivery of the Council's Valley Plan – Our Place. Our Plan	Complete an audit of the Council's current internal communications channels and implement recommendations	Kaya Payne	Completed, ongoing
	Review, monitor and implement changes to support the effectiveness of our current internal communications channels	Kaya Payne	Ongoing
	Update and maintain up to date staff contact details in the staff phone book	Kaya Payne	Q2, ongoing
	Update and maintain up to date and relevant information on the staff intranet	Kaya Payne	Q2, ongoing
	Support the all staff engagement sessions providing graphics and communication material	Kaya Payne	Ongoing
	Complete a review of the Staff Recognition Award Scheme and implement recommendations	Jac Jordan	Q3
	Identify and monitor potential high-risk issues	Jac Jordan	Ongoing
Building and maintaining the Council's identity and reputation with stakeholders	Provide timely information and advice to CMT, managers, staff, councillors and partners	Jac Jordan	Ongoing
	Work with managers and service areas to proactively promote achievements	Jac Jordan/ Kaya Payne	Ongoing

	Look for opportunities and work with managers and service areas to submit award bid applications	Jac Jordan	Ongoing
	Provide a responsive and proactive press office	Jac Jordan	Ongoing
	Support the roll out of the new website	Jac Jordan	Ongoing
	Review and monitor the information on the website is relevant and up to date	Kaya Payne	Quarterly
Embedding two-way communications by engaging and consulting with stakeholders to support the Council's decision making process.	Support the annual Residents Survey	Jac Jordan/ Kaya Payne	Q3
	Support resident and stakeholder consultation	Jac Jordan/ Kaya Payne	Ongoing
	Develop a database to support resident and stakeholder focus groups	Kaya Payne	Q3
	Re-instate the Council's Citizen Panel	Jac Jordan	Q3
Developing robust communication plans to support the delivery of key campaigns and projects.	Provide training for managers and officers to develop skillset and abilities	Jac Jordan	Q2, ongoing
	Develop a Communications Training programme for officers on e-learning platform	Jac Jordan	Q3
	Implement and monitor branding guidelines	Jac Jordan/ Kaya Payne Managers	Q2, ongoing
	Work with officers to develop and implement key campaign and projects communications strategies	Jac Jordan/ Kaya Payne Officers	Ongoing

## **ROSSENDALE BOROUGH COUNCIL FORWARD PLAN**

The Forward Plan sets out the details of the key decisions which the Cabinet or Officers expect to take. The Plan is updated 28 days prior to each Cabinet meeting and is available on the website. All items will be for publication, unless otherwise stated.

Publication dates for 2023/24 Municipal Year are as follows:

- 20<sup>th</sup> June 2023
- 19<sup>th</sup> September 2023
- 7<sup>th</sup> November 2023
- 9<sup>th</sup> January 2024
- 13<sup>th</sup> February 2024

### **Definition of a Key Decision**

1. A Key Decision means an executive decision which is likely:
  - a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates, or
  - b) to be significant in terms of its effects on communities living or working in an area comprising of two or more Wards in the Borough.
2. For the avoidance of doubt, the Council would regard any of the following as 'significant':
  - Any decision by the Cabinet in the course of developing proposals to the full Council to amend the policy framework.
  - Any single item of in-budget expenditure or savings in excess of £100,000.
  - Any decision which is likely to have a permanent or long term (more than 5 years) effect on the Council and the Borough.

### **Cabinet Membership**

- Councillor Alyson Barnes – Leader of the Council and Lead Member for Economic Development
- Councillor Jackie Oakes – Deputy Leader of the Council and Lead Member for Resources
- Councillor Barbara Ashworth – Lead Member for Communities, Health and Wellbeing
- Councillor Steve Hughes – Lead Member for Housing and Customer Services
- Councillor Adrian Lythgoe – Lead Member for Environment and Corporate Services
- Councillor Liz McInnes – Lead Member for Planning, Licensing and Enforcement



**Chief Executive Directorate managed by the Chief Executive – Rob Huntington**

- Executive Office
- Housing, Health & Communities
- Public Protection Unit
- ICT, SAT & Customer Services
- Operations
- Rossendale Leisure Trust
- Oversees the services listed below.

**Economic Development Directorate managed by the Director of Economic Development – David Smurthwaite**

- Planning and Building Control
- Economic Development
- Business Development
- Tourism
- Property Services/Surveying (Estates)
- Strategic Housing
- Housing Options
- Private Sector Housing

**Legal Services managed by the Head of Legal (Monitoring Officer), Clare Birtwistle**

- Legal Services
- Committee and Member Services
- Elections
- Land Charges

**Chief Finance Officer (Section 151 Officer), Karen Spencer**

- Finance & Audit
- Revenues and Benefits
- Risk Management & Procurement
- Asset Register
- Rossendale Leisure Trust (Accounting and Project Appraisals)

**HR managed by the Head of People & Policy, Clare Law**

- People and Policy
- Corporate Support
- Communications

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- Safeguarding
- Emergency Planning/Health and Safety
- Facilities Management

Anyone wishing to make representations about any of the matters listed in the Forward Plan, or obtain copies of the documents listed (subject to disclosure restrictions), may do so by contacting the relevant officer listed against each key decision.

Under the Access to Information Procedure rules set out in the Council's Constitution, a key decision may not be taken, unless:

- It is published in the Forward Plan
- 28 clear days have lapsed since the publication of the Forward Plan; and
- if the decision is to be taken at a meeting of the Cabinet, 5 clear days' notice of the meeting has been given

The law and the Council's Constitution provide an exception that allows urgent key decisions to be made, even though they have not been included in the Forward Plan. This is provided for in Rule 15 (General Exception) and Rule 16 (Special Urgency) of the Access to Information Procedure Rules.

The Forward Plan also contains details of significant decisions which will be considered by the Cabinet with recommendations to Full Council.

Copies of the following documents may be inspected at the Rossendale Borough Council Offices or accessed from the Council's website [https://www.rossendale.gov.uk/info/210159/about\\_the\\_council/10526/how\\_decisions\\_are\\_made](https://www.rossendale.gov.uk/info/210159/about_the_council/10526/how_decisions_are_made)

- The Council's Constitution
- The Forward Plan
- Reports on the key decisions to be taken
- The minutes or decision notice for each key decision, which will normally be published 4 working days after having been made.

Members of the public are welcome to attend meetings of the Cabinet and the dates and times of the meetings are published on the Council's website [www.rossendale.gov.uk/meetings](http://www.rossendale.gov.uk/meetings) or you may contact the Committee and Member Services Section on telephone number 01706 252422 or email [democracy@rossendalebc.gov.uk](mailto:democracy@rossendalebc.gov.uk) for further details.

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Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Lead Member	Documents to be considered by the decision taker	Representations may be made to the following officer
Marl Pits Pool Filtration System	Council	13 <sup>th</sup> September 2023	Resources	Report	Clare Law, Head of People and Policy 01706 252457 <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
Climate Change Strategy Update – <i>yearly item</i>	Council  Overview & Scrutiny	13 <sup>th</sup> September 2023  25 <sup>th</sup> September 2023	Environment and Corporate Services	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Haslingden External Funding Update	Council	13 <sup>th</sup> September 2023	Economic Development	Report	Megan Eastwood, Head of Housing, Regeneration, Economic Development 01706 252568 <a href="mailto:meganeastwood@rossendalebc.gov.uk">meganeastwood@rossendalebc.gov.uk</a>
Repairs to Hareholme Viaduct	Council	13 <sup>th</sup> September 2023	Resources	Report	Clare Law, Head of People and Policy 01706 252457 <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
Insurance Tender	Council	13 <sup>th</sup> September 2023	Resources	Report	Karen Spencer, S151 Officer 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,
Establishment of a Development Officer	Cabinet	18 <sup>th</sup> October 2023	Economic Development	Report	Megan Eastwood, Head of Housing, Regeneration, Economic Development 01706 252568 <a href="mailto:meganeastwood@rossendalebc.gov.uk">meganeastwood@rossendalebc.gov.uk</a>

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Local Council Tax Support Scheme – <b>yearly item</b>	Overview & Scrutiny  Council	25 <sup>th</sup> September 2023  15 <sup>th</sup> November 2023	Housing and Customer Services	Report	Ian Walker, Service Assurance Team Leader 01706 252592 <a href="mailto:ianwalker@rossendalebc.gov.uk">ianwalker@rossendalebc.gov.uk</a>
Constitution Review	Council	15 <sup>th</sup> November 2023 To be taken to each meeting unless no changes identified.	Environment and Corporate Services	Report	Carolyn Sharples, Committee and Member Services Manager 01706 252422 <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>
Local Authority Housing Fund Report	Council	15 <sup>th</sup> November 2023	Resources	Report	Megan Eastwood, Head of Housing, Regeneration, Economic Development 01706 252568 <a href="mailto:meganeastwood@rossendalebc.gov.uk">meganeastwood@rossendalebc.gov.uk</a>
Medium Term Financial Strategy (MTFS) Update – <b>yearly item</b>	Cabinet	6 <sup>th</sup> December 2023	Resources	Report	Karen Spencer, S151 Officer 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,
Annual Air Quality Report – <b>yearly item</b>	Cabinet	6 <sup>th</sup> December 2023	Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Approval of the Open Space Strategy and the Indoor Built Sports Strategy	Overview & Scrutiny  Cabinet	13 <sup>th</sup> November 2023  6 <sup>th</sup> December 2023	Communities, Health and Wellbeing	Report	Anne Storah, Principal Planner (Forward Planning) 01706 252418 <a href="mailto:annestorah@rossendalebc.gov.uk">annestorah@rossendalebc.gov.uk</a>

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Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Lead Member	Documents to be considered by the decision taker	Representations may be made to the following officer
Corporate Priorities, Budget, Council Tax and the Medium Term Financial Strategy – <b>yearly item</b>	Overview & Scrutiny Cabinet Council	5 <sup>th</sup> February 2024 7 <sup>th</sup> February 2024 28 <sup>th</sup> February 2024	Resources	Report	Karen Spencer, S151 Officer 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a>
Capital Strategy and Capital Programme – <b>yearly item</b>	Overview & Scrutiny Cabinet Council	5 <sup>th</sup> February 2024 7 <sup>th</sup> February 2024 28 <sup>th</sup> February 2024	Resources	Report	Karen Spencer, S151 Officer 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a> ,
Treasury Management Strategy & Treasury Management Practises – <b>yearly item</b>	Cabinet Council	7 <sup>th</sup> February 2024 28 <sup>th</sup> February 2024	Resources	Report	Karen Spencer, S151 Officer 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a> ,
Pay Policy Statement – <b>yearly item</b>	Council	28 <sup>th</sup> February 2024	Environment and Corporate Services	Report	Clare Law, Head of People and Policy 01706 252457 <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
Food Law Service Plan 2023/24 (Food Standards Agency Annual Report) - <b>yearly item</b>	Council	June 2024	Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Council Tax, Non-Domestic Rate & Housing Benefit Overpayment Write-offs – <b>yearly item</b>	Cabinet	July 2024	Housing and Customer Services	Report	Ian Walker, Service Assurance Team Leader 01706 252592 <a href="mailto:ianwalker@rossendalebc.gov.uk">ianwalker@rossendalebc.gov.uk</a>

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